

COMPREHENSIVE PLAN FOR THE CITY OF  
**DODGEVILLE**  
**WISCONSIN**  
**2017-2037**



# ACKNOWLEDGMENTS

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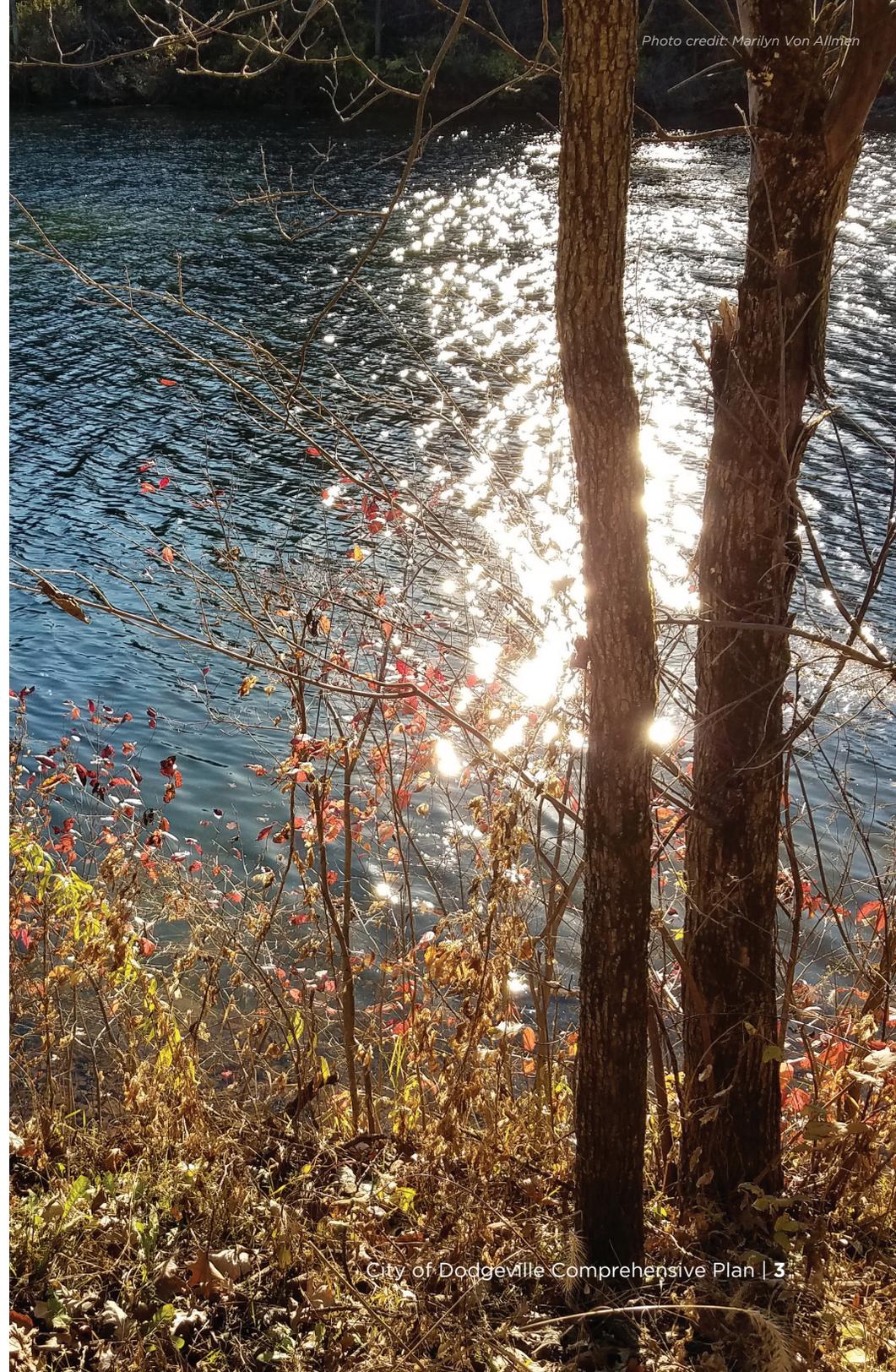
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# EXECUTIVE SUMMARY

The Dodgeville Comprehensive Plan Update was collaboratively developed by community members in order to create a unique, flourishing, and resilient Dodgeville for the 20 years to come. This Plan is the result of extensive public input collected through five public input meetings and a community survey. Altogether, 95 participants provided their experience and expertise during these public meetings, with 67 of these being unique participants. Additionally, a Community Survey was distributed, providing input from another 362 people. Of these respondents, 86% did not attend a public meeting for the comprehensive plan, providing additional new input to the process.

This planning process resulted in Goals, Initiatives, and Actions organized around four topic areas: Community Resources (inclusive of Creative Arts, Health, and Natural Resources), Education, Infrastructure (inclusive of Transportation, Housing, Utilities, and Public Safety), Economic Development, and Land Use and Implementation.

The following are the initiatives of the plan organized by their topic:

## COMMUNITY RESOURCES

- Increase the quantity and quality of gathering spaces for public events
- Maintain and diversify recreational, educational, and cultural programs and events.
- Leverage the city's diverse and high-quality healthcare options for greater community development opportunities.
- Create a community culture that supports lifelong healthy living.
- Develop marketing and branding efforts to include Dodgeville's parks and nearby natural resources assets.

## ECONOMIC DEVELOPMENT

- Create a distinct brand for the city, and market this distinction for workforce and business attraction.
- Maintain and market the city's existing "culture of growth."

## EDUCATION

- Continue to support the strong investment in quality K-12 education to make the District competitive with other districts for open enrollment students.
- Market the quality and diversity of educational opportunities within and around the City of Dodgeville.
- Increase opportunities for adult education.
- Expand post-secondary career opportunities and enhance student competitiveness for the workforce.
- Build connections between school-age youth and the community in order to foster a sense of belonging, with an aim to retaining students within the city upon graduation.

## INFRASTRUCTURE

- Develop sufficient multi-generational housing opportunities throughout the city
- Improve the overall safety of roads and crossings for motorists, cyclists, and pedestrians.
- Continue to maintain and promote the city's infrastructure, public spaces, and public safety assets.

## Common Themes of the Plan

Through these Goals, Actions, and Initiatives and the public meetings, four themes were recognized. These are issues that were continuously stated by community members as high priorities. The themes are discussed in more detail within the chapters of the plan.

- **Educational Opportunity:** Dodgeville's local school district is an attraction for young families, and the proximity to regional higher-educational facilities such as UW Madison and Southwest Technical College allow for a strong transition into higher education and the workforce.
- **Market Community and Regional Assets:** Dodgeville's schools, parks, employers, and quaint downtown make it a great place to raise a family. Likewise, with large employers such as Upland Hills and Lands End, as well as quick access to metropolitan cities such as Dubuque and Madison, Dodgeville has much to offer the Millennial workforce as well.
- **Support for Lifelong Healthy Living:** Public health, nutrition, recreation, and mental health is very important to the city. A healthy community leads to well-educated students, a strong workforce, and reduced expenses on social services. Dodgeville's assets can support this vision through collaboration with the local hospital and creation of walking paths.
- **The Importance of the Park System and Public Spaces:** The parks system is expansive and a major asset to Dodgeville. City and regional parks have the ability to increase current residents' health and well-being, and to attract visitors, future residents, and new businesses. Likewise, strong support for the city Library reflects a community that enjoys coming together and values lifelong learning.

# INTRODUCTION AND PROJECT SCOPE

## Introduction

The Dodgeville Comprehensive Planning process is a grassroots effort that began in 2016 to bring together community stakeholders to collaboratively plan the future of Dodgeville through 2037. This planning process was facilitated by Southwestern Wisconsin Regional Planning Commission (SWWRPC) in coordination with the City of Dodgeville.

This plan provides the most relevant data to support the proposed outcomes of the plan. It covers topics mandated by Chapter 66.1001 of the Wisconsin Statutes, and also reflects local issues and opportunities. This plan looks forward to the year 2037, and will be reviewed annually and updated every ten years by the City of Dodgeville.

The Dodgeville Comprehensive Plan is a Community Plan and, therefore, will be completed by the community as a whole – not solely by the city government. This requires businesses, organizations, the city government, and private community members to collaboratively work to create a vibrant and resilient community that they can be proud to call “home.”

## Project Scope

### TOPIC GROUPS

There are five topics within the Dodgeville Comprehensive Plan, each of which had a dedicated public input meeting and extensive data collection. These topics correspond to required elements as identified by the Wis. Stats. 66.1001.



**Community Resources:** Exploring Creative Arts, Health, and Natural Resources.



**Infrastructure:** Exploring Transportation, Housing, Utilities (including Waste Management), and Public Safety.



**Education:** Exploring educational needs and opportunities at the pre-school, K-12, post-secondary, and professional development level.



**Economic Development:** Exploring a culture of development and growth, workforce training and quality of life, and tourism and attraction.



**Land Use and Implementation:** Exploring actionable projects and their location within the city.

Through the Dodgeville Comprehensive Planning process, four themes emerged. These are issues that were continuously stated as high-priorities by community members in the public meetings and the Community Survey. The themes are:

- **Educational Opportunity:** Dodgeville’s local school district is an attraction for young families, and the proximity to regional higher-educational facilities such as UW Madison and Southwest Technical College allow for a strong transition into higher education and the workforce.
- **Market Community and Regional Assets:** Dodgeville’s schools, parks, employers, and quaint downtown make it a great place to raise a family. Likewise, with large employers such as Upland Hills and Lands End, as well as quick access to metropolitan cities such as Dubuque and Madison, Dodgeville has much to offer the Millennial workforce as well.
- **Support for Lifelong Healthy Living:** Public health, nutrition, recreation, and mental health is very important to the city. A healthy community leads to well-educated students, a strong workforce, and reduced expenses on social services. Dodgeville’s assets can support this vision through collaboration with the local hospital and creation of walking paths.

- **The Importance of the Park System and Public Spaces:** The parks system is expansive and a major asset to Dodgeville. City and regional parks have the ability to increase current residents' health and well-being, and to attract visitors, future residents, and new businesses. Likewise, strong support for the city Library reflects a community that enjoys coming together and values lifelong learning.

The following table identifies the topics where these themes emerged. These are discussed in more detail in their corresponding chapters within the plan.

Table 1: Themes of the Dodgeville Comprehensive Planning Process

	Educational Opportunity	Market Community and Regional Assets	Support for Lifelong Healthy Living	The Importance of the Park System and Public Spaces
Community Resources	✓	✓	✓	✓
Infrastructure	✓		✓	✓
Education	✓	✓		✓
Economic Development	✓	✓		
Land Use and Implementation	✓	✓	✓	✓





# PLANNING PROCESS

This planning process included stakeholder identification, data collection, a review of existing local plans, and extensive community outreach that incorporated stakeholder interviews, public meetings, and a Community Survey. The plan was a success largely due to the strong community participation, which included input from over 95 community members during public meetings and 362 people who completed a Community Survey. There were also key partners within Dodgeville that distributed meeting announcements and the Community Survey, provided data, and contributed community insight to help the plan succeed.

## Stakeholder Interviews

A series of interviews were held with a diverse group of stakeholders to gain insight from their expertise. These interviews were used to discuss particular aspects of life in Dodgeville in a thorough and detailed manner. These interviews included discussions on the Public Library, public safety, City/Community relationships, and the Dodgeville School District.

## Community Public Meetings

Over 95 community members provided their input and expertise during five community public meetings. The meetings aimed to create a clear understanding of the current state of Dodgeville and develop Goals, Initiatives, and Actions to maintain or improve the assets of the community. In particular, the meetings discussed Community Resources, Infrastructure, Education, Economic Development, and Land Use and Implementation. Community members provided thoughtful input through lively discussions during the meetings.

## Dodgeville Planning Process Timeline:



Table 2: Public Meeting Schedule for the Dodgeville Comprehensive Planning Process

Public Meeting Schedule		
MEETING TOPIC	DATE	MEETING HOST
Kick-Off Meeting	March 21st, 2017	Dodgeville City Hall
Economic Development	May 18th, 2017	Red Room Bar & Restaurant
Education	May 25th, 2017	Red Room Bar & Restaurant
Infrastructure	June 15th, 2017	Red Room Bar & Restaurant
Community Resources	June 29th, 2017	Red Room Bar & Restaurant
Land Use & Implementation	August 24th, 2017	Red Room Bar & Restaurant

## Dodgeville Community Survey

The Dodgeville Community Survey asked respondents to prioritize projects that came up during the previous public meetings and provide new ideas and input. It was open from June 1st to October 23rd, 2017. The survey gained input from 362 people (7% of the total population). Of these respondents, 86% did not attend a public meeting for the comprehensive plan, providing additional new input to the process. The complete survey can be found in Appendix C.



# DODGEVILLE AT A GLANCE



**CITY VISION STATEMENT:** Dodgeville provides a supportive community for families, business and education, working hand in hand, to develop opportunities at the heart of it all.

Before there was a state called Wisconsin, there was Iowa County, and at its heart was Dodgeville. With the ability to boast of the oldest continuously occupied courthouse in the state, as well as the state's oldest cemetery, the City of Dodgeville knows its history. Upon this foundation, Dodgeville has built a warm and welcoming community within the Driftless Region. The city has long been critical to the region's development, first as a lead mining town, then as a stop on the Military Ridge Trail, and now as a city connecting four state and national routes. As the home of world-class employers such as Land's End, a robust healthcare system in Upland Hills Hospital, and access to beautiful city, county and state parks, Dodgeville is at the heart of some of the region's greatest assets.

Dodgeville is located in Iowa County and in close proximity to several larger cities, making it easy to access additional products and services. It's a 50-minute drive to Madison, a 45-minute drive to Dubuque, and a two-hour drive to Milwaukee.

## Demographics

The total population of Dodgeville has increased 44% between 1970 (3,255 people) and 2010 (4,693 people) – with an 11% growth between 2000 and 2010<sup>1</sup>. The total population of Dodgeville is projected to grow 18% between 2010 and 2040<sup>2</sup> – a higher rate of growth compared to Wisconsin overall, which is expected to grow by 14%, as shown in Figure 2. Iowa County overall growth during that same period, however, is projected to be lower than Dodgeville at 14% (Figure 3).<sup>2</sup>

<sup>1</sup> U.S. Census Bureau. (1970, 1980, 1990, 2000, 2010).

<sup>2</sup> Wisconsin Department of Administration. (2013). Wisconsin Population & Household Projections, Projected Components of Population Change for Wisconsin Counties: April 2030 - April 2040. Retrieved June 1, 2016, from <http://www.doa.state.wi.us/divisions/intergovernmental-relations/demographic-services-center/projections>.

## COMMUNITY SURVEY SNAPSHOT!

When choosing which aspect of life in the City of Dodgeville is the most satisfactory, **“Small Town/Rural Atmosphere”** was chosen the most frequently of 14 options by survey respondents.



Figure 1: Location of Dodgeville in relation to Iowa County and Wisconsin.

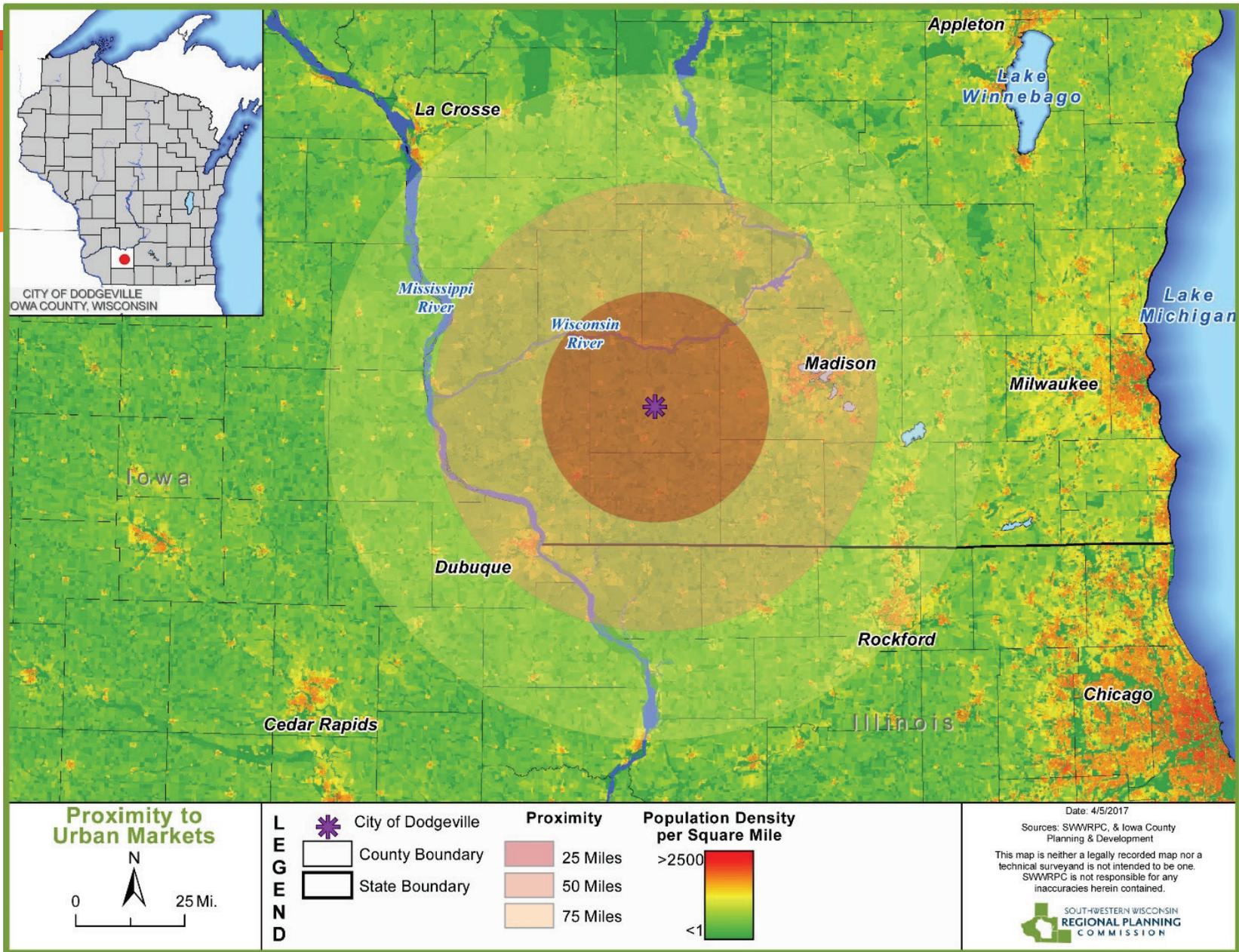


Figure 2: Population Trends of Dodgeville and Wisconsin, Actual 1970-2010 and Projected 2015-2040<sup>1,2</sup>

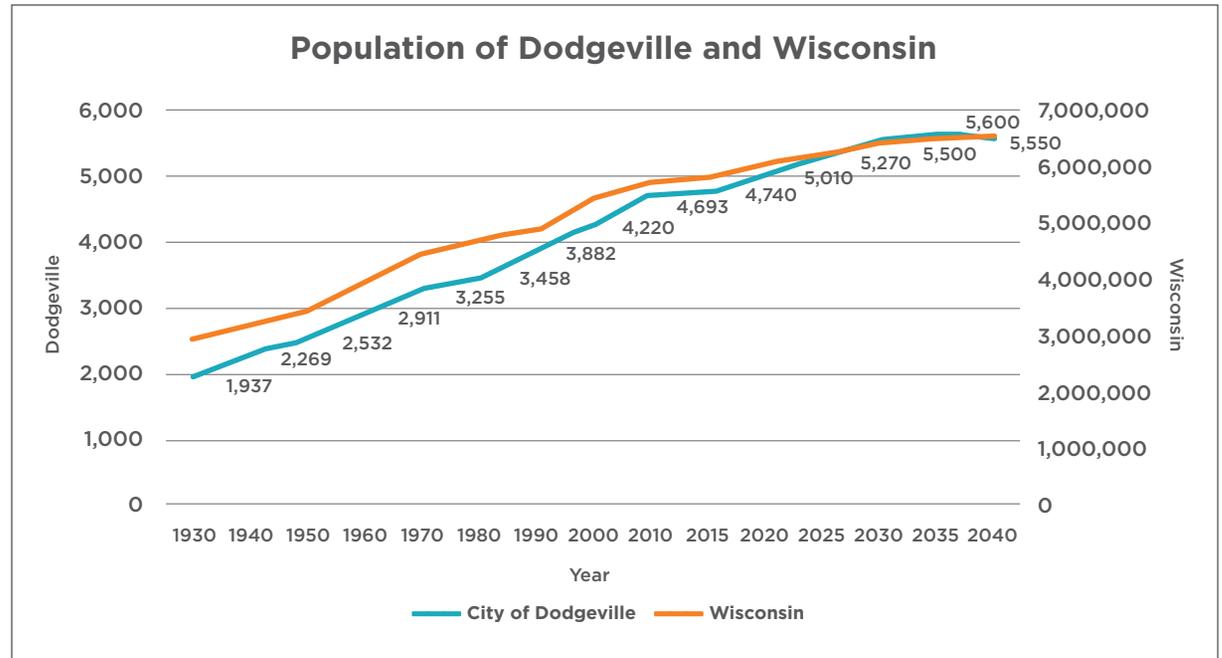
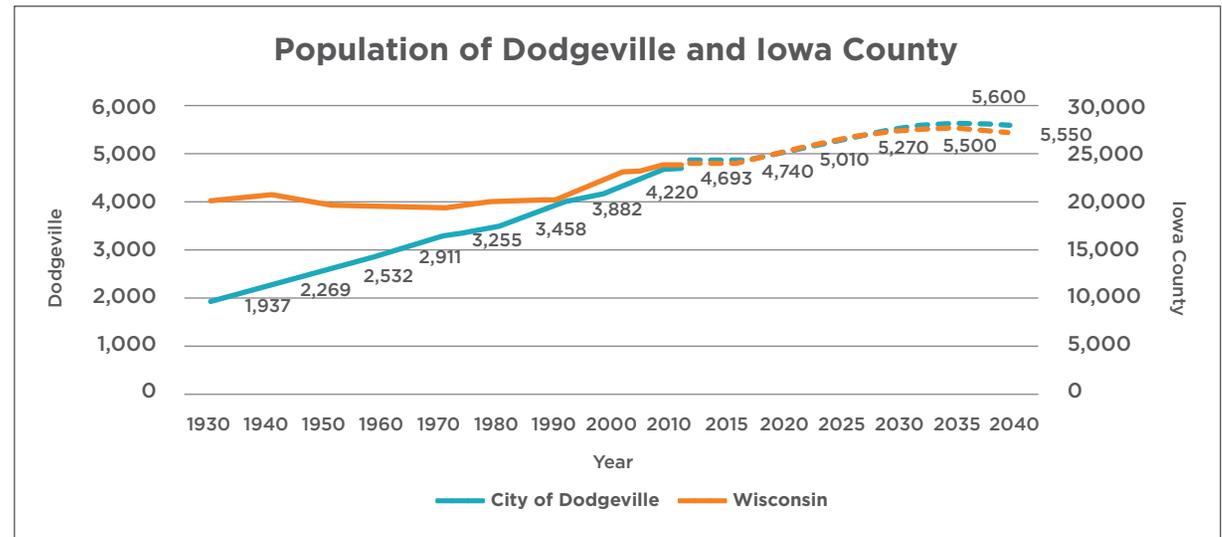


Figure 3: Population Trends of Dodgeville and Iowa County, Actual 1970-2010 and Projected 2015-2040<sup>3,4</sup>



<sup>3</sup> U.S. Census Bureau. (1970, 1980, 1990, 2000, 2010).

<sup>4</sup> Wisconsin Department of Administration. (2013). Wisconsin Population & Household Projections, Projected Components of Population Change for Wisconsin Counties: April 2030 - April 2040. Retrieved June 1, 2016, from <http://www.doa.state.wi.us/divisions/intergovernmental-relations/demographic-services-center/projections>.

The diversity of Dodgeville’s population has remained largely unchanged over the past two decades, with only a 3.1% increase in the non-white population within the city between 1990 and 2014. The full changes in race and ethnicity are shown in Figures 4 and 5.

Figure 4: Race in Dodgeville, 1990-2014<sup>5</sup>

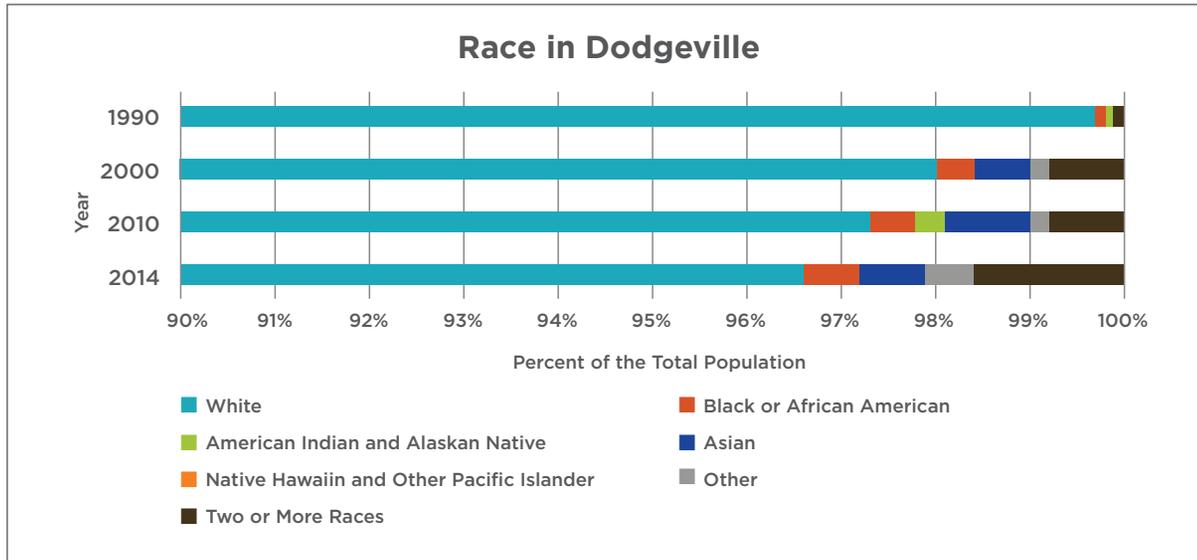
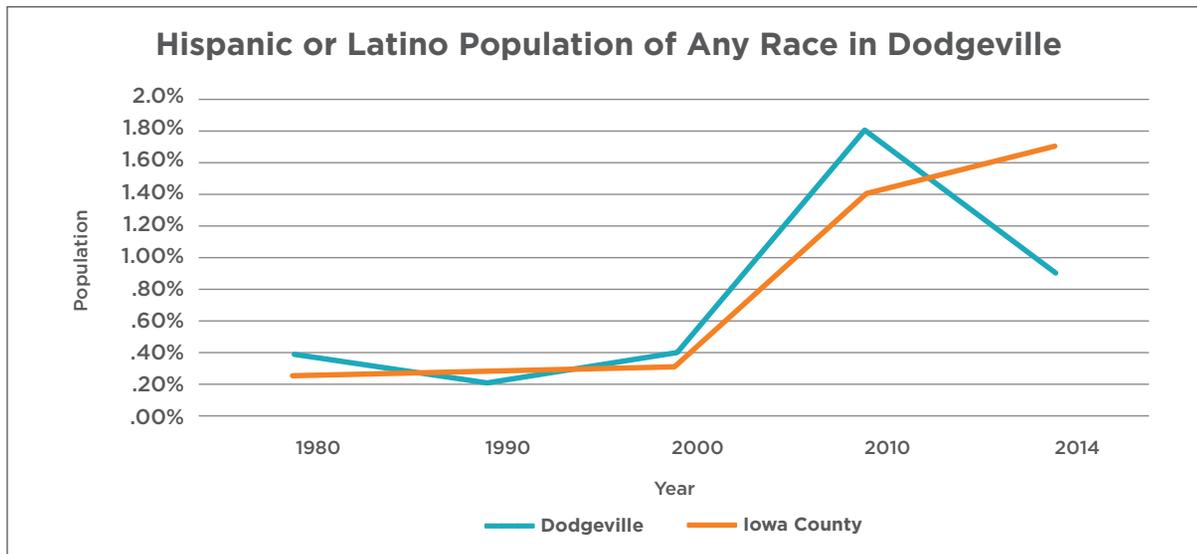


Figure 5: Hispanic or Latino Population of Any Race in Dodgeville, 1990-2014<sup>5</sup>

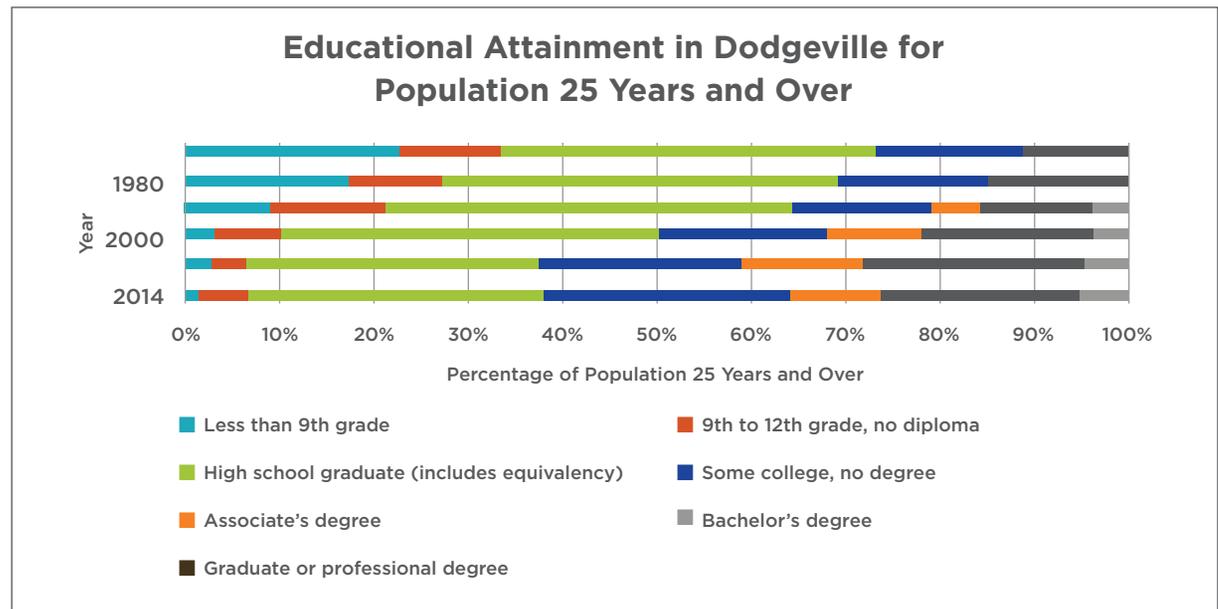


<sup>5</sup> U.S. Census Bureau. (1990, 2000, 2010, 2014).

Additionally, the age distribution in Dodgeville has remained fairly constant over the last decades. For instance, there were 1,170 people under the age of 19 in 1990, and 1,348 people in 2010. On the other side of the age spectrum, there were 697 people over the age of 65 in 1990, and 669 people in 2010.<sup>6</sup> While little change has occurred, public meeting participants expressed the desire for population growth in Dodgeville. Specifically, they noted the importance of attracting and retaining youth and young families in order to sustain the community in the years to come.

The highest level of education being attained by Dodgeville residents over the age of 25 years old has been steadily increasing over the past several decades. The percentage of this population with an associate degree as their highest level of education more than doubled between 1990 and 2010, increasing from 5.2% to 12.9%.<sup>6</sup> Similarly, the percentage of over 25-year-olds with a bachelor's degree has also nearly doubled from 11.9% in 1990 to 21.2% in 2014 (Figure 6).<sup>6</sup> This growth in an educated population could reflect the growing employment opportunities between those years, as well as the proximity to educational institutions and larger cities with commuter jobs. More information on employment trends is found in the Economic Development chapter.

Figure 6: Educational Attainment in Dodgeville, 1970-2014<sup>6</sup>



<sup>6</sup> U.S. Census Bureau. (1970, 1980, 1990, 2000, 2010, 2014).



# **COMMUNITY RESOURCES**

**Including Creative Arts, Health, and Natural Resources.**

**COMMUNITY RESOURCES GOAL:** Maintain investment in the city’s parks, and market the city as having healthy community opportunities and world-class healthcare facilities for people of all ages.

Table 3: Community Resources Public Meeting Participants

Community Resources Public Meeting Participants	
Name	Affiliation
Cathy Erzen	Community Member
Elizabeth Erzen	Community Member
Michelle Erzen	Community Member
Phyllis Fritsch	City of Dodgeville Economic Development
Dan Hemming	Dodgeville Local School District
Dr. Jeff Jacobson	Dodgeville Local School District
Sally Martins	Community Member
Julie Piper	Dodgeville Local School District
Lisa Schnedler	Upland Hills Health
Vickey Stangel	Dodgeville Public Library
Mark Tallman	Wisconsin Economic Development Corporation
Shannon Wallace	Community Member



## Creative Arts

The culture and creative spirit in Dodgeville can be a significant asset to the attraction of new residents, as well as for the retention of youth upon high school graduation. Creative arts and a vibrant culture make the city both a unique and comforting place to live, work, and visit. It's what makes it special. The blending of a rich history and historic downtown, community concerts, and a well-run and supported public library all contribute to this culture.

### Assets:

#### **A Community Centered on Main Street**

With its roots as one of the oldest cities in the state, and an origin built on lead and zinc mining and the state's founding, it's no wonder that Dodgeville's main street developed with scenic stone buildings and pleasing façades. Still today, Iowa Street, as the city's main street is formally known, is the home to a diverse assortment of businesses and services, including eateries and coffee shops, a theater, clothing stores, and a drug store with its own soda fountain.

Unlike many communities, Dodgeville's success in maintaining commercial diversity has contributed to the city having spaces that bring people together, retain local spending, create employment opportunities, and generate foot traffic that keeps the community vibrant and alive. Maintaining and enhancing this community asset should remain a high priority of the city's economic and community development groups.

#### **A Treasured Library**

The Dodgeville Public Library is the heart of many community events and services, and serves to bind the community together through these events and its communication channels to its users. In addition to lending books and housing reference materials and periodicals, the library is a critical technological resource for those in the community with no home internet, including students who live in rural areas outside the city.

Dodgeville's residents also benefit from the services offered by the library as a community resource center. These include college and career planning resources, information on the health insurance marketplace, and outreach services directed towards children and seniors. With a Dodgeville Public Library card, community members can also access books and materials from 30 libraries in southwestern Wisconsin.

Many residents engaged in the planning process also expressed the desire for a renovation and addition to this facility. The need for additional gathering spaces in the city was mentioned frequently, and additional meeting space in the library was a specific opportunity for growth. In the Community Survey, 44% of those surveyed supported increased investment to "Increase space and resources at the public library." When questioned regarding the city's educational needs, 53% of survey respondents supported increased investment to "Improve the library's capacity for adult and out of school youth education," while 61% supported increased investment for "Collaboration between schools, the library, and other community buildings for public use of these facilities." Enhancing adult education and sharing library resources will no doubt necessitate greater space than the current facility has to offer.

## DID YOU KNOW?

Dodgeville's vibrant Main Street is home to a bakery, drug store, theater, newspaper and bank, all of which originated in the 1800s!

Source: Dodgeville Economic Development





## COMMUNITY SURVEY SNAPSHOT!

53% of survey respondents  
wanted more investment in mental  
health and behavioral resources



## Needs:

### **A Community Center or Additional Gathering Spaces**

It was clear from the community input meetings and the survey that Dodgeville residents enjoy getting together, and that the city can benefit from either a community center or large gathering spaces. Recommendations for additional spaces range from more green space downtown, adding a community room to the library, and even hopes for a convention center and ice rink. Ideas for how to use these spaces also were wide-ranging, and include a desire for wall space to house public art, more art-related activities, senior and youth community centers, and recreational sports.

## Health

The health of a community is deeply tied to its resiliency, and its ability to attract and retain youth as well as care for its senior population. Dodgeville residents recognized this throughout the planning process, both in the public input sessions as well as the community survey. The city has much to offer those who wish to lead a healthy lifestyle, with excellent access to primary care, a diverse and well-maintained parks system, and trails and sidewalks for exercising.

## Assets:

### **Primary Care Access**

Upland Hills Health is both the city's main healthcare provider, as well as one of the region's major employers. As such, it has deep ties to the community through healthcare services and its workforce, both of which were recognized by community members during the planning process. Upland Hills offers a diverse array of services that range from family medicine and emergency care to dialysis, women's health, obstetrics, and even acupuncture. Moreover, the hospital offers a variety of surgical services such as orthopedic, podiatric, urologic, and ear, nose, and throat surgery<sup>7</sup>. Many of these services are able to be offered in rural Dodgeville due to the hospital's proximity to Madison physicians who commute to Upland Hills. One opportunity for the community is to entice these physicians to establish a permanent residence in Dodgeville.

Dodgeville is also unique in southwestern Wisconsin due to it serving as the home to the Community Connections Free Clinic. The Clinic, a non-profit established in 2006, was established to provide healthcare to those who are uninsured and cannot otherwise afford to pay for healthcare services, and the Clinic has been a critical community resource ever since. The Clinic's Board of Directors comes from the community it serves,

<sup>7</sup> Upland Hills Hospital. (2017). Retrieved November 24, 2017, from <http://www.uplandhillshealth.org/>.

and consists of Upland Hills executives, public health professionals, physicians, and community volunteers. Many of the Clinic's patients, moreover, are underemployed or farm labor, making the Clinic's services critical to the region's workforce.<sup>8</sup>

## Needs:

### Increased Resources for Behavioral Health and Substance Abuse

Like much of the rest of rural America, behavioral health and substance abuse is a growing concern for those involved in the planning process. This issue appears to be one of both supply and demand - the need for behavioral health and substance abuse treatment is rising, while the supply of providers is stagnant. According to the Wisconsin Office of Rural Health, Iowa County is a Health Professional Shortage Area for Mental Health Care.<sup>9</sup> This increases the cost of accessing these services due to isolation and overall expense. Substance abuse is also a growing concern due to illegal drugs and the misuse of and prescription medication.<sup>10</sup> This is supported by the 2016-2018 Community Health Needs Assessment for Upland Hills Health, which lists substance abuse addiction as one of its top three priorities to address.<sup>11</sup> This need was recognized during the survey, with "Mental health and behavioral resources" being identified as an area in need of improvement, and with 52.5% of survey respondents stating that they would like to see more investment in mental health and behavioral resources, and 57% wanting more investment in drug and mental health training.

## Natural Resources

Natural resources in the city of Dodgeville include the natural and managed public spaces such as parks, as well as air and water quality. This chapter also reflects the value of the land and environment surrounding the city to the people who live therein.

<sup>8</sup> Community Connections Free Clinic. (2017). Retrieved November 24, 2017, from <http://ccfcwi.org/>.

<sup>9</sup> Wisconsin Office of Rural Health. (2017). Retrieved November 27, 2017, from <http://worh.org/library/health-professional-shortage-area-map-%E2%80%93-mental-health-care>.

<sup>10</sup> Iowa County Health Department. (2017). Retrieved November 27, 2017, from <http://www.iowacounty.org/departments/health/health.shtml#improvement>.

<sup>11</sup> Upland Hills Health. (2017). Retrieved November 27, 2017, from <http://www.uplandhillshealth.org/media/124982/UHH-Community-Health-Needs-Assessment-1-21-16.pdf>.

## DID YOU KNOW?

Centennial Park was the City's first park, and was dedicated in 1909.

Source: Dodgeville Parks Master Plan



## Assets:

### A Good City Parks System and Close Proximity to State and County Parks

The City of Dodgeville has a long history of providing its residents with a quality park system, with its earliest park being established in 1909. Since then, the city has created six parks with over 60 acres of natural space and recreational facilities. In addition to this city-owned system, the Dodgeville Local School District provides residents with 72 additional acres of active use and conservancy area. These parks offer athletic facilities, shelters and picnic areas, and natural space.

In addition to these parks located within the city are those that are situated in the immediate vicinity of Dodgeville. The Blackhawk Lake Recreation Area, located just 17 miles from Dodgeville, is a county-owned and privately managed park spanning over 2,000 acres, with a 220-acre lake, 330 acres of recreation area, and 1,500 acres of wildlife area. The park also offers over 140 camp sites and miles of hiking trails.<sup>12</sup> Governor Dodge State Park is located 4 miles north of Dodgeville, and holds 5,350 acres of land and over 60 miles of hiking trails. It's also home to two campgrounds with over 250 sites, including group sites and facilities for horse camping. The jewels of the park are the two lakes totaling nearly 250 acres.<sup>13</sup>



## POP QUIZ!

**Question:** How many different summer youth recreational activities are available through the City's Recreation program?

- A. 5      B. 8      C. 12      D. 15

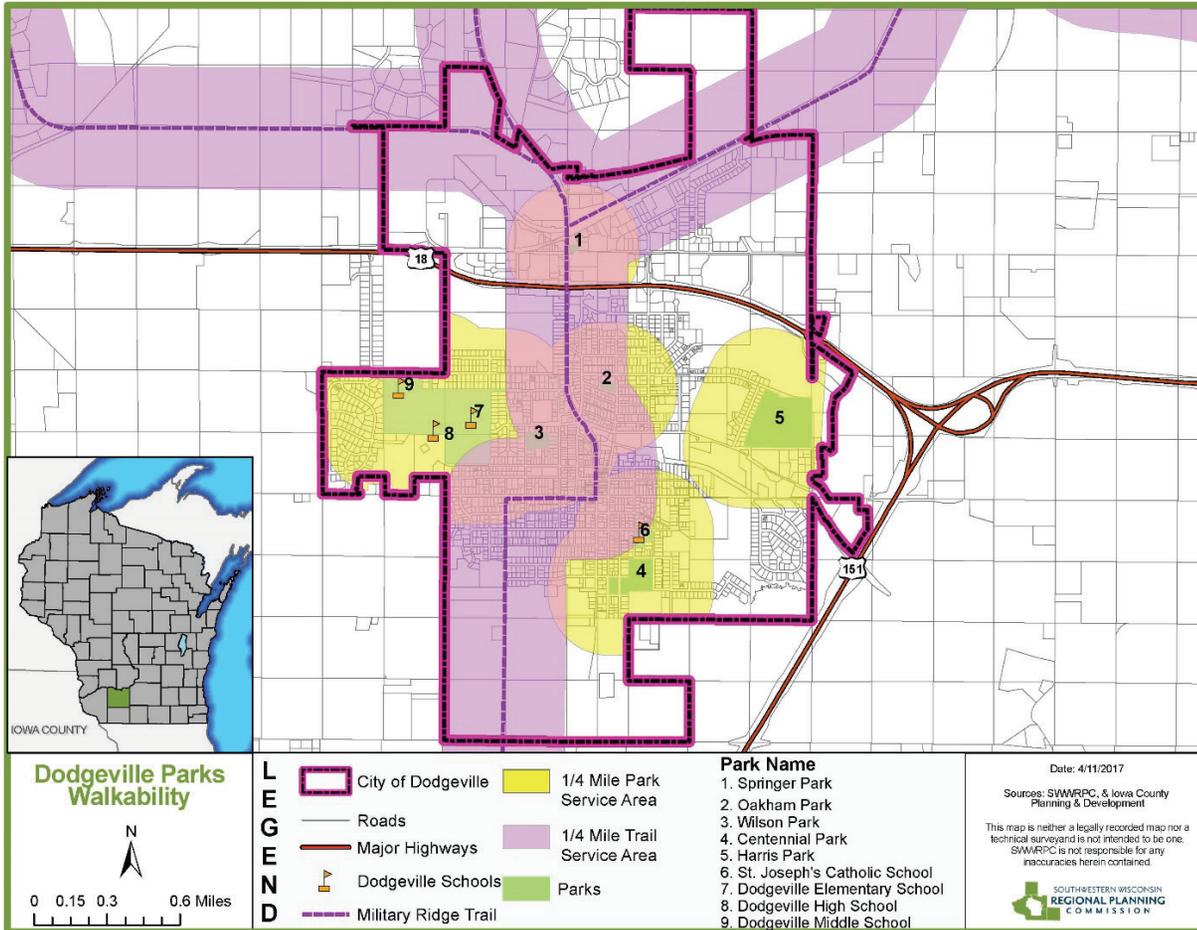
Please find the answer on page 28.



<sup>12</sup> Blackhawk Lake Recreation Area. (2017). Retrieved November 24, 2017, from <http://www.blackhawklake.com/Home.html>.

<sup>13</sup> Friends of Governor Dodge State Park. (2017). Retrieved November 24, 2017, from <http://www.friendsofgovdodge.org/>.

Figure 7: Parks in Dodgeville and Locations within a Quarter Mile Distance from the Parks.



## POP QUIZ!

**Question:** How many miles of multi-purpose trail are accessible from Dodgeville?

A. 52    B. 97    C. 138    D. 206

Please find the answer on page 22.





## Trails for Miles and Miles

The Military Ridge Trail cuts through the heart of Dodgeville, connecting the city to a network of five large trails stretched across two states. The Military Ridge Trail's 40 miles connects Dodgeville to Madison, where a rider can connect to the Badger State/Jane Addams Trail (40 miles from Madison, WI, to Freeport, IL). The Badger State Trail connects riders to the Sugar River Trail (24 Miles from New Glarus to Brodhead), and the Cheese Country Trail and Pecatonica State Trail (57 miles from Monroe to Mineral Point and Calamine to Belmont). At the Illinois state line, the Badger State Trail becomes the Jane Addams Trail, and connects to the Pecatonica Prairie Trail at Freeport, heading east for an additional 29.5 miles. The trails provide exercise and outdoor opportunities for community members -- improving the physical and mental health of its residents. Furthermore, the high traffic of the trails could bring visitors into Dodgeville and, in turn, patrons of restaurants and other tourists spots in the city. Community members acknowledge that these trails are major opportunities for the community.

### Needs:

#### Senior Access to Natural and Community Resources

Despite the large number of parks and natural spaces found within and around Dodgeville, there are still accessibility issues for seniors who wish to take advantage of them. Vehicle and pedestrian access to parks should be explored further, and could be improved through collaboration with the city's shared ride taxi program or other transit providers, or through the development of safe and well-maintained walking paths connecting to city parks.

#### Inclusion of Younger Adults in Community Planning

Inclusivity can often be an issue for boards and committees due to the time commitments required of members. According to the public input sessions and survey comments, Dodgeville may suffer from this problem due to the lack of young adults involved in community planning. Including youth and young families in community decision-making can be a way to ensure that the community stays relevant and attractive to these populations, and doesn't stagnate for lack of ideas or fear of investment. There are already youth-in-government type programs around the state that could serve as models for Dodgeville. However, this may require some flexibility on the part of the existing board members, such as rescheduling meetings to accommodate working parents or directly searching for some younger members of the community to serve.

### ANSWER POP QUIZ!

**Question:** How many miles of multi-purpose trail are accessible from Dodgeville?

**Answer:** D. 206

Time to explore beautiful Wisconsin!

Source: Wisconsin DNR

## Community Resources Initiatives and Actions

### Initiative: Increase the quantity and quality of gathering spaces for public events.

**Action:** Collaborate with Dodgeville schools and other community institutions to create and market spaces available for public use.

**Action:** Increase space and resources at the public library.

**Action:** Identify community spaces for public art exhibits, both inside and outside.

### Initiative: Maintain and diversify recreational, educational, and cultural programs and events.

**Action:** Continue funding for child and youth recreational programs.

**Action:** Increase and diversify recreational and educational opportunities for adults, such as adult art programs.

**Action:** Cultivate sponsors for programs and events to diversify funding for these programs and to ensure their financial sustainability.

**Action:** Develop a collaborative marketing program for events and programs that reaches across various media platforms, such as social media and the newspaper.

### Initiative: Leverage the city's diverse and high-quality healthcare options for greater community development opportunities.

**Action:** Market Upland Hills physicians, specialists, and other assets in business attraction and other economic development efforts.

**Action:** Develop a partnership between Upland Hills and the city to attract doctors to live and work in Dodgeville instead of commuting.

### Initiative: Create a community culture that supports lifelong living.

**Action:** Develop partnerships among the schools, the city's recreation department, and Upland Hills to promote outdoor recreation, nutrition, and healthy lifestyles.

**Action:** Develop a formal network of trails and paths throughout the city that connects Main Street, city Parks, schools, daycares, and senior living facilities.

**Action:** Form a collaborative network of organizations to support and respond to mental health and substance abuse issues that includes the Dodgeville School District, local and county law enforcement agencies, County Health and Human Services, and the Aging and Disability Resource Centers.

**Action:** Expand promotion of the Dodgeville Taxi, SWCAP, and County Transit services among hospital and clinic patients and at city and County parks.

**Action:** Coordinate with daycares and senior living facilities and local public transportation providers to develop day-trips to state parks.

**Initiative: Develop marketing and branding efforts to include Dodgeville’s parks and nearby natural resources assets.**

**Action:** Include city park and recreation amenities and opportunities in the city’s economic development efforts.

**Action:** Market Dodgeville as a “Gateway Community” to recreational and tourism assets such as Governor Dodge State Park, Blackhawk Lake, the Military Ridge Trail, Taliesin, and House on the Rock.

**Action:** Develop and market year-round events such as snowshoeing at state parks and the creation of a downtown splash park.





# EDUCATION

**EDUCATION GOAL:** Support life-long learning opportunities through investment in workforce readiness and adult education. Foster relationships between school-age youth and regional universities and colleges, as well as through the development of apprenticeship programs.

Table 4: Education Public Meeting Participant

Infrastructure Public Meeting Participants	
Name	Affiliation
Cathy Erzen	Community Member
Dan Erzen	Community Member
Elizabeth Erzen	Community Member
Michelle Erzen	Community Member
Phyllis Fritsch	City of Dodgeville Economic Development
Steve Genoway	Community Member
Mike Humke	Dodgeville Local School District
Dr. Jeff Jacobson	Dodgeville Local School District
Carrie Miller	Business Owner
Matt Miller	Community Member
Todd Novak	City of Dodgeville
Laura Nyberg	Dodgeville Local School District
Julie Piper	Dodgeville Local School District
Lynn Price	Dodgeville Chamber of Commerce
Carrie Schroeder	Dodgeville Local School District
Shaun Sersch	City of Dodgeville
Wendy Sersch	Dodgeville Local School District
Vickie Stangel	Dodgeville Public Library
Christine Wallace	Community Member
Shannon Wallace	Community Member
Ann Fillback Watt	Community Member
Julie Weiskircher	Community Member & Dodgeville Local School District
Jessica Wieczorek	Community Member

## DID YOU KNOW?

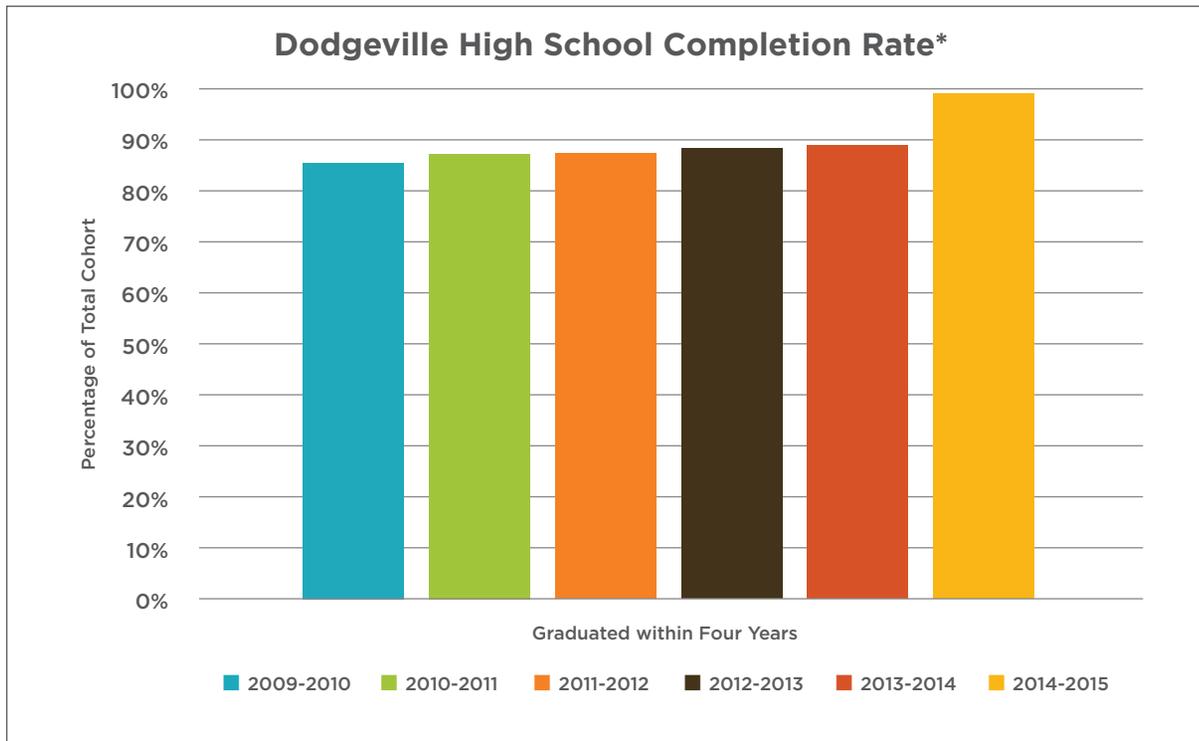
The first permanent white settlers made a home in Dodgeville in 1827, and sections of Dodgeville were originally known as Minersville and Dirty Hollow.

Source: Dodgeville Chamber of Commerce

## Education

The Dodgeville Local School District is a source of pride for community members – a fact that is confirmed by the community’s support for a 2016 referendum to fund nearly \$20 million in capital facilities improvements that include additions and remodeling at Dodgeville High School, and acquisition of new furnishings, fixtures, and equipment.<sup>14</sup> These success stories should be included in the city’s marketing and branding efforts. There was also strong support for furthering the ties between the District and businesses to provide job-training and apprenticeship opportunities for school-age youth.

Figure B.3. Dodgeville High School Completion Rate<sup>14a</sup>



## Assets:

### Quality Education Facilities and Courses

As with many rural districts, enrollment in the district has fallen in the past years, dropping 2.6% between the 2011-2012 and 2015-2016 school year. Nevertheless, the District’s high school completion rates continue to grow, increasing from 89.1% in the 2009-2010 school year to 94.5% in 2014-2015. This compares to a statewide

**COMMUNITY SURVEY**

**SNAPSHOT!**

64% of survey respondents wanted more investment in broadband internet access.

<sup>14</sup> Dodgeville Local School District website. (2016). Retrieved November 18, 2017, from <http://www.dsd.k12.wi.us/referinfo.cfm>.

<sup>14a</sup> Source: Wisconsin Department of Public Instruction. 2011-2015 District Report Card. (n.d.). Retrieved August 14, 2016, from <http://dpi.wi.gov/accountability/report-cards>.

\*This graph shows the percentage of students who complete high school with their adjusted cohort and earn a credential. A cohort is a distinct group of students who enter 9th grade together, similar to a “graduating class” with adjustments. The 4-year rate is the percentage of students who complete within 4 years or less. Wisconsin also tracks a 5- and 6-year completion rate.

## ANSWER POP QUIZ!

**Question:** How many different summer youth recreational activities are available through the City's Recreation program?

**Answer:** C. 16

Get the kids signed up this summer!

Source: City of Dodgeville Recreation Department

<sup>15</sup> Wisconsin Department of Public Instruction Data Dashboard. (n.d.). Retrieved November 28, 2017, from <https://dpi.wi.gov/wisedata>.

<sup>16</sup> Wisconsin Department of Public Instruction. 2016-2017 District Report Card. (n.d.). Retrieved November 28, 2017, from <http://dpi.wi.gov/accountability/report-cards>.

<sup>17</sup> Wisconsin Department of Public Instruction. 2016-2017 District Report Card. (n.d.). Retrieved November 28, 2017, from <http://dpi.wi.gov/accountability/report-cards>.

<sup>18</sup> Dodgeville Local School District. (2017). Retrieved November 28, 2017, from <http://www.dsd.k12.wi.us/index.cfm>.

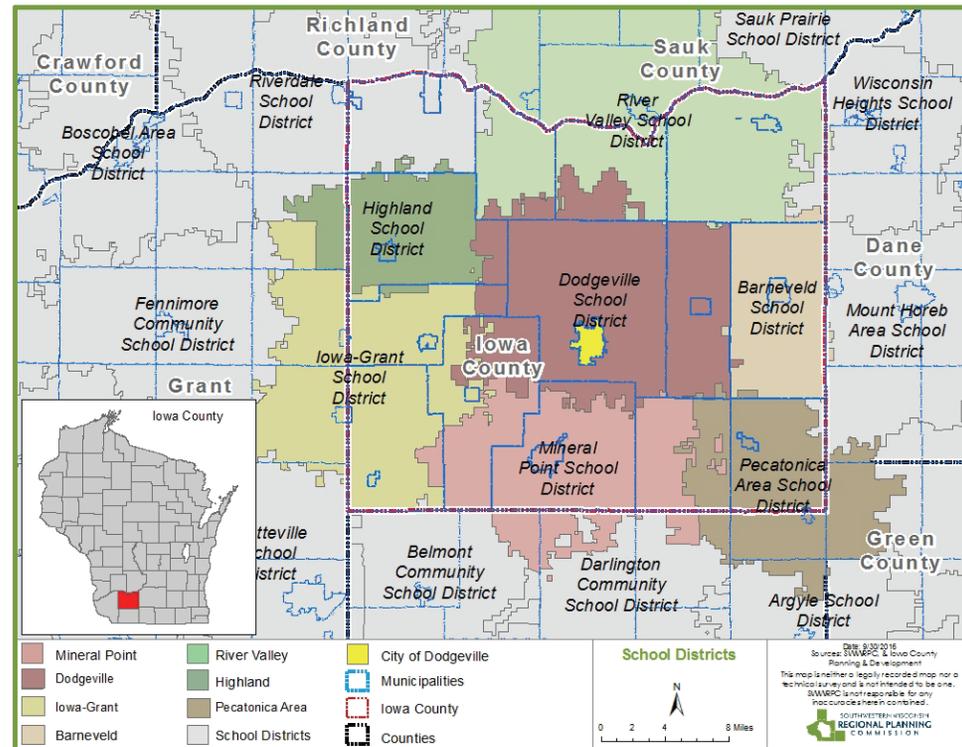
completion rate of 88.4% in 2015. Many students opt to continue their education at a postsecondary institution following graduation. Of the students graduating in 2015, 58.5% continued on to a 4-year institution, and 26.2% continued on to a 2-year institution.<sup>15</sup> The school district received a School Report Card score of 72.4, meaning “Meets Expectations,” for the 2016-2017 school year from the Wisconsin Department of Public Instruction.<sup>16</sup>

Of the 1,273 enrolled students in the 2016-2017 school year, 9.7% had a disability, and 0.6% had limited English proficiency. Additionally, 36.1% were economically disadvantaged, which encompasses students who qualify for free or reduced school lunches.<sup>17</sup> The district employs roughly 227 people.<sup>18</sup>

### Close Proximity to, and Relationships With, Postsecondary Institutions

Dodgeville is also centrally located between the University of Wisconsin-Madison and the University of Wisconsin-Platteville for those planning continuing on to a 4-year program. Also, nearby is Southwest Wisconsin Technical College, the highest-ranked 2-year college in Wisconsin, and third-highest-ranked in the nation. Southwest Tech offers over 75 programs of study at its Fennimore location, and has many connections with local districts as well.

Figure 8: The Dodgeville School District in and Surrounding Districts



## Needs:

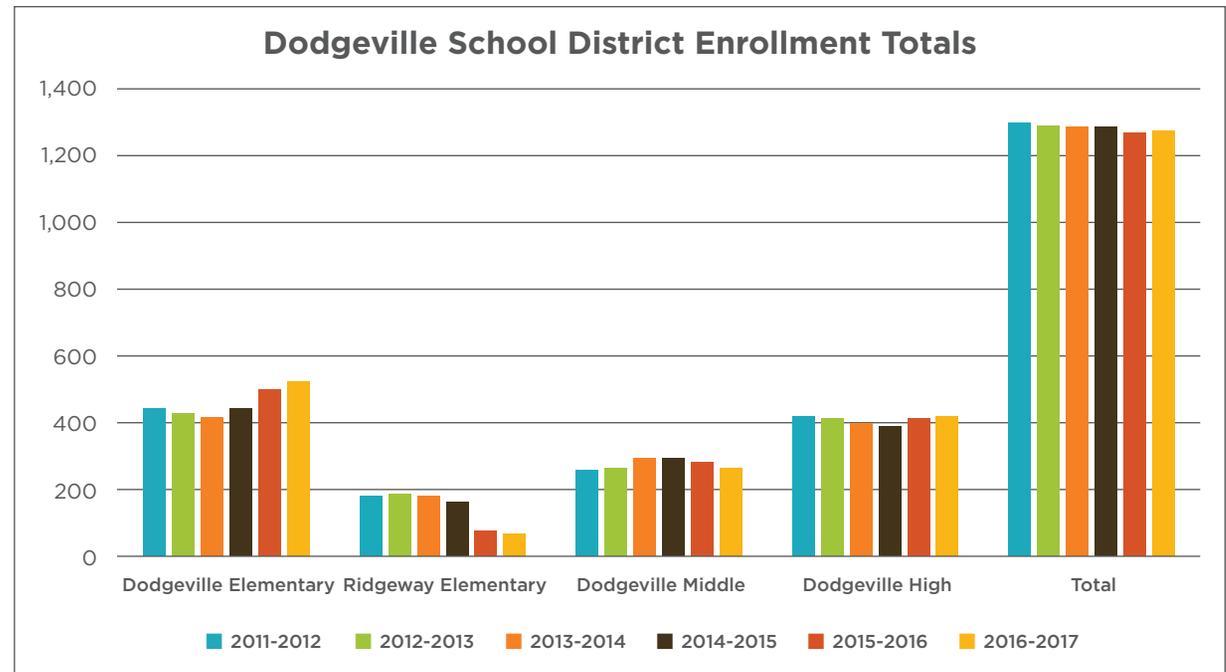
### **Work Experience for High School Students**

As recognized in both the public input sessions focused on education and economic development and the community survey, students preparing for graduation need greater opportunities to prepare for, and connect with, the workforce while still in school. Establishing formal apprenticeships and stronger marketing of summer job opportunities within the schools are two ways this could occur. Businesses also have much to gain from this effort, since workforce is the single largest constraint they face today. Having a young workforce that is flexible, willing to learn, and also local could help address this issue. Creating these partnerships and employment opportunities can also be a means of retaining high school graduates within the community, thereby addressing another of the city's issues.

### **Opportunities for Youth to Stay in Dodgeville**

It's nothing new to state that youth are leaving rural areas - they have been doing so for generations. Nevertheless, youth outmigration is currently one of the greatest risks to rural communities, and there is as yet no clear solution to halt or reverse this trend. To combat youth outmigration, a community must consider those things it can affect and which contributing factors are out of its control. For example, many youth like the draw of cities due to the urban setting, yet creating a dense urban setting similar to Madison or Milwaukee in Dodgeville is not only infeasible, but also contrary to Dodgeville's culture. However, Dodgeville can take strides to make the city more attractive to youth and young families by supporting much of the things that determine where these people live. Planners and economic developers across the state and country have found that this group wants to live in a place with good schools, diverse and accessible outdoor amenities such as trails and parks, and career opportunities in or nearby the community. It is these elements that contribute to a community's "livability," and should be the city's focus moving forward.

Figure B.2. Dodgeville School District Enrollment Totals<sup>19</sup>



The following are the Education related Initiatives and Actions determined by Dodgeville community members during the Education public meeting:

## Education Initiatives and Actions

**Initiative:** Continue to support the strong investment in quality K-12 education to make the District competitive with other districts for open enrollment students.

**Action:** Maintain current levels of advanced placement opportunities for high school students and look for opportunities to increase these courses in the future.

**Action:** Maintain the high level of investment in school facilities and faculty to allow Dodgeville schools to provide high quality of diverse educational and extra-curricular opportunities.

**Action:** Invest in rural internet and free public internet locations within the city to ensure equity in educational opportunities and access to technology for all students.

<sup>19</sup> Source: Wisconsin Department of Public Instruction. 2011-2014 District Report Card. (n.d.). Retrieved August 14, 2016, from <http://dpi.wi.gov/accountability/report-cards>.

### **Initiative: Market the quality and diversity of educational opportunities within and around the City of Dodgeville.**

**Action:** Include the quality of facilities at Dodgeville schools, and the community’s support for them, in economic development and workforce attraction marketing efforts.

**Action:** Promote the location of Dodgeville and its proximity to post-secondary educational opportunities such as UW Platteville, UW Madison, Southwest Technical College, and Madison Area Technical College.

**Action:** Market the advanced placement courses and college credits available within Dodgeville City Schools.

### **Initiative: Increase opportunities for adult education.**

**Action:** Expand the number and size of public spaces available within the city, such as meeting rooms in the library.

**Action:** Create partnerships with the school district, library, and other facilities to ensure sufficient spaces for current and expanding adult education courses.

### **Initiative: Expand post-secondary career opportunities and enhance student competitiveness for the workforce.**

**Action:** Formalize relationships with industry and the technical college to provide apprenticeships within the city, with educational credits for approved professional experience.

**Action:** Provide marketing of non-traditional, post-secondary opportunities within the school district, such as military, Americorps, and workforce opportunities.

**Action:** Increase career counselor hours and expertise to meet the demand of graduating students, and to establish relationships with industry and business for apprenticeship opportunities.

### **Initiative: Build connections between school-age youth and the community in order to foster a sense of belonging, with an aim to retaining students within the city upon graduation.**

Action: Develop a youth-in-government program to provide students experience with governance, a voice in determining the future of their community, and a sense of pride and belonging in the city.

Action: Engage students and youth in community events such as festivals to develop a future generation of leadership and volunteer base.

Action: Develop an outreach strategy to graduated and departed adults through social media and alumni associations in order to determine why they left Dodgeville, what would have convinced them to stay, and what would bring them back.



# INFRASTRUCTURE

**Including Housing, Transportation, Utilities, and Public Safety.**

**INFRASTRUCTURE GOAL: Continue investment in Dodgeville’s critical infrastructure such as roads, parks, and public safety assets, with a focus on safety and efficiency in service delivery.**

*Table 4: Infrastructure Public Meeting Participants*

Infrastructure Public Meeting Participants	
Name	Affiliation
David Bauer	Dodgeville Police Department
Brian Cushman	City of Dodgeville EMS
John Dunbar	Mount Horeb Telecom
Randy Edge	City of Dodgeville
Cathy Erzen	Community Member
Elizabeth Erzen	Community Member
Michelle Erzen	Community Member
Phyllis Fritsch	City of Dodgeville Economic Development
Steve Genoway	Community Member
Katrina Hecimovic	Southwestern WI Regional Planning Commission
Daniel Hemming	Dodgeville Local School District
Nancy Howard	Dodgeville Public Library
Greg Lee	City of Dodgeville
James Ley	Community Member
Philip Ley	Community Member
Lori Olson-Pink	Southwestern Wisconsin Community Action Program
Eleanor Reynolds	Community Member
Lisa Riley	City of Dodgeville
Nancy Smith	Dodgeville Chamber of Commerce & Business Owner
Chris Wallace	Community Member
Shannon Wallace	Community Member
Mary Weber	Community Member
Brandon Wilhelm	Dodgeville Police Department
Jennifer Williamson	Grace Lutheran Church
Mark Williamson	Grace Lutheran Church
Karen Zimmerman	Dodgeville Public Library
Robert Zimmerman	Business Owner

## Housing

Diverse housing options are a major consideration for anyone looking to move into a new community, or for those whose family situation changes throughout their lives. As such, it plays a major role in allowing families to remain in a community as its family grows. Likewise, housing is a critical factor in the attraction and expansion of businesses, since the workforce associated with new growth will need somewhere to live. Fundamentally too, housing is a basic human need. It's essential for a person to feel secure, stay healthy, be part of a community, and have self-worth. When a person has quality housing, they are able to focus on fulfilling desires in their life like raising a family, gaining an education, progressing in their career, artistic expression, and more. For these reasons, Dodgeville community members have expressed the need for multigenerational housing opportunities to accommodate young families, those with income constraints, and seniors.

### Assets:

#### **Quality Senior Housing and Care Facilities**

Dodgeville is home to two privately-operated senior living facilities, with both assisted and independent living accommodations. Just outside the city limits, but still within the Dodgeville community, is the county-run Bloomfield Healthcare and Rehabilitation Center which offers on-site medical services, private rooms, Alzheimer's units, and assisted living. Community members attending the input sessions identified care options for seniors as one of the city's housing assets, with over 86% of survey respondents saying they want either the same (45.5%) or more (40.9%) funding for "Aging and Disabled living options." Determining whether the existing supply of senior housing and care facilities is sufficient for future demand could be determined through the development of a housing study in the city.

#### **Low Vacancy Rates, Low List Prices, and More New Housing Relative to the Region**

Dodgeville housing data identifies some strong points about this market. At \$145,500, the median list prices for recent sales is lower than Iowa County by \$14,400, and lower than the state average by \$33,500. The city has also seen steady growth, with a 17% average annual growth in new housing units between 1970 and 2010, 2% greater than Iowa County's growth rate for the same period. These are good individual indicators for a housing market, and could reflect a balance of both new and affordable housing. Another set of indicators is the growth between 2000 and 2010 in household values of \$75,000 or greater (7% of total households). While still a minority of overall housing, this increase is potentially indicative of investment in the city's housing stock, and a gradual improvement in the diversity and quality of housing options. However, as with the senior housing, understanding of the actual market will require a closer look at this data in conjunction with negative housing trends such as the overall age of the housing stock, 65% of which was built prior to 1978 (the year in which lead paints were banned from use in household paints).

Figure 8: Total Housing Units by Year in Dodgeville and Iowa County, 1970-2014<sup>20</sup>

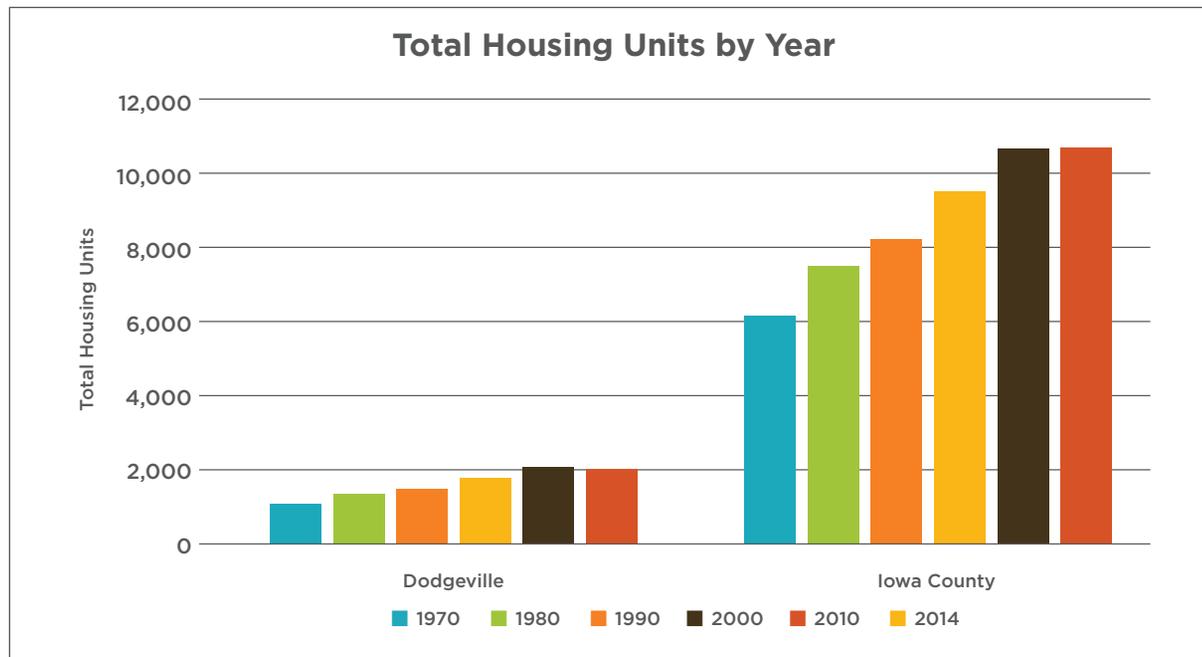
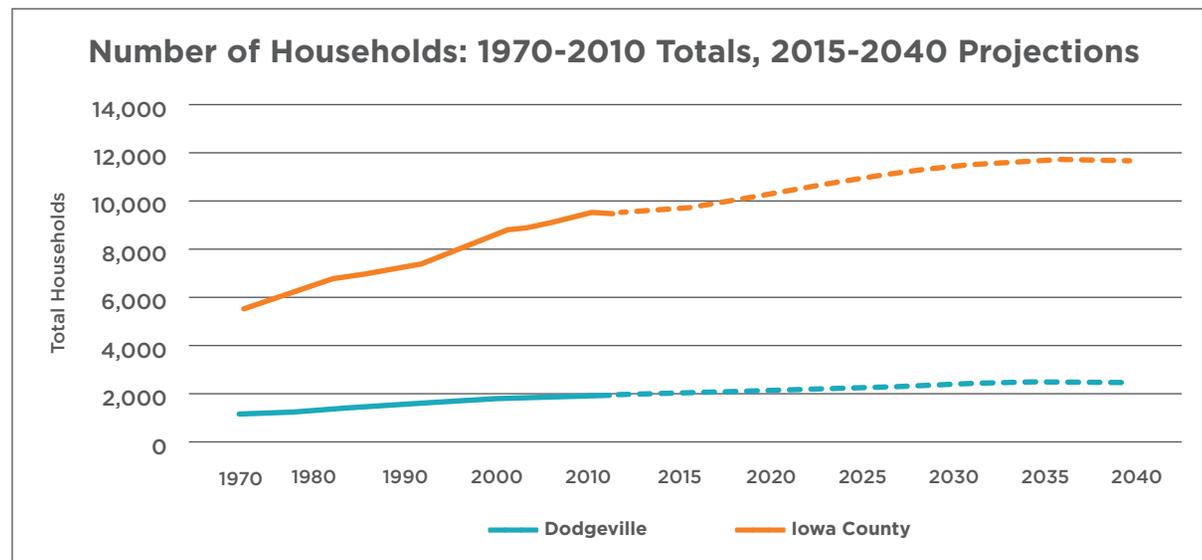


Figure 9: Number of Households in Dodgeville, 1970-2010 Totals, 2015-2040 Projections<sup>21</sup>



<sup>20</sup> U.S. Census Bureau. (1970, 1980, 1990, 2000, 2010, 2014).

<sup>21</sup> U.S. Census Bureau. (1970, 1980, 1990, 2000, 2010, 2014).

## Needs:

### Housing Market Study

As noted above, there is still significant information necessary before the city to determine its housing needs. This includes, in part, a comparison of the existing housing prices with the prices that are affordable given the incomes of the residents of Dodgeville. Likewise, housing needs to be reviewed within the context of attracting new residents, and the changing demographics the city is likely to see. Additional information that could help Dodgeville chart its path towards a robust housing market is input from employers and employees within the city, and potentially even input from current renters. This last piece of data will help determine barriers to homeownership, as well as the portion of residents who prefer apartment dwelling to owning a single-family home.

### New Housing

There has been a steady investment in new housing in Dodgeville. Nevertheless, 65% of the city's housing stock was built prior to 1978. These units pose a threat to children, since at one point they had lead paint used within. Lead contaminated dust can cause serious and permanent developmental impairments to children. Likewise, these older units are more likely to have wiring that does not meet code and be poorly insulated, which can lead to high utility costs during the winter months. If the city hopes to attract workforce and young families, there must be a significant investment in new housing to accommodate these populations.



## Transportation

Dodgeville’s transportation network provides the city with several of its strongest assets, but also may be the area where there is the greatest need for improvement. The city sits amid a strong network of roads, while also supporting a local public transit option for those without a car. These transportation assets support autonomy and self-reliance among the residents. Key areas for improvement are in the marketing of transit options, increased bike and pedestrian safety, and additional funding for road maintenance.

### Assets:

#### **Access to a National, State, and County Road Network**

Dodgeville is located on the four-lane U.S. Highway 151, equidistant between Dubuque, Iowa and Madison, Wisconsin. Also connecting the city to the region are U.S. Route 18 and State Route 191 running east/west, and State Route 23 running north/south. Complementing these are four additional county roads and several more town roads. This robust transportation network makes Dodgeville well suited for residents to commute to work, or outside workers to commute to Dodgeville. It also makes Dodgeville attractive to new businesses looking for easy access to freight corridors via a four-lane highway. The community is unique in southwestern Wisconsin and has an opportunity to capitalize on these assets for future growth.

#### **Intra-city Taxi Service**

Operating within the city limits is a taxi service for those without access to an automobile or who can no longer drive. This service has been in place for several years, and in 2016 provided 2,899 trips and over 800 hours of service. As a county-contracted, privately operated service, the taxi receives annual subsidies for providing these rides. This subsidy amounted to \$13,739 in 2016, furthering the benefit to those who cannot afford their own vehicle and making rides affordable for fixed-income seniors.<sup>22</sup> With the changing demographics in Dodgeville, the taxi will continue to provide a necessary service for the city’s residents.

### Needs:

#### **Improvements to city Streets**

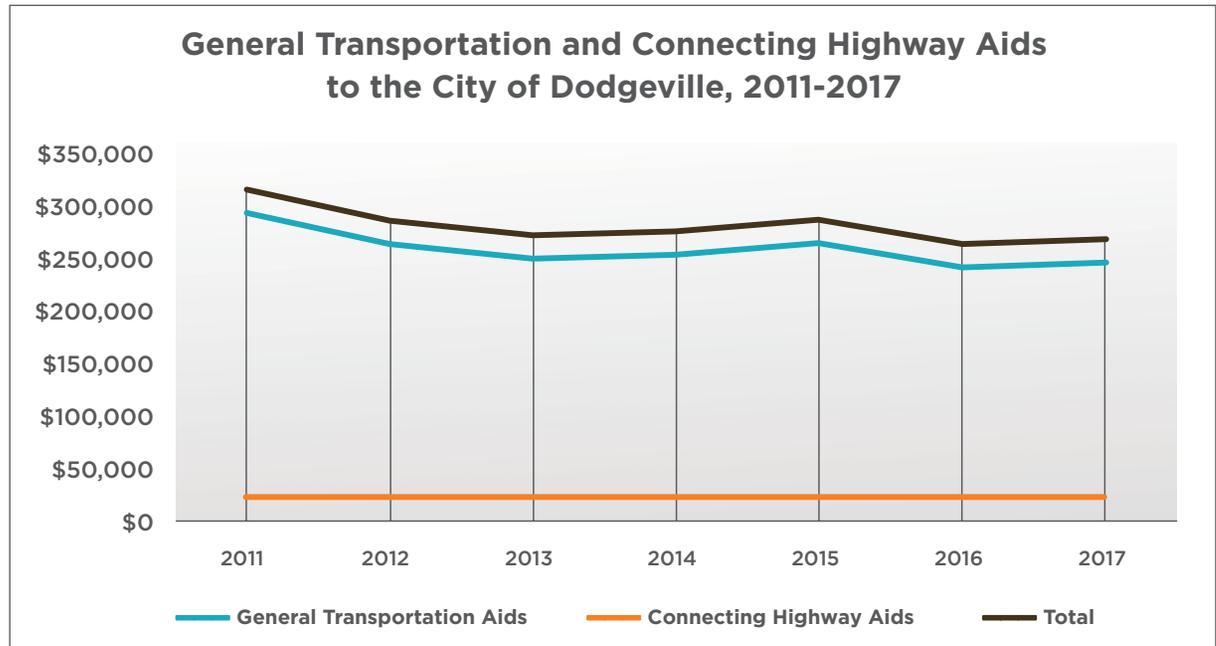
Maintaining local roads has been an issue of statewide concern for several budget cycles, and Dodgeville appears to be no exception. “Quality of roads” and “Road maintenance and repair scheduling” are not meeting the expectations of those attending the public input sessions. Results from the community survey also recognized this, with 52% of respondents wanting more funding to maintain critical infrastructure. Dodgeville is also not alone in the challenges it faces to fund this maintenance. State caps on levy limits combine with decreasing transportation aids (2.5% annually from 2011 to 2017<sup>23</sup>) to place an increasing burden on the city’s tax payers. With no change anticipated, financing road repairs will continue to require strategic and flexible budgeting on the part of the city.

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<sup>22</sup> Grant County, WI Aging and Disability Resource Center (2017).

<sup>23</sup> Wisconsin Department of Revenue Calendar Year Payments. (2011-2017).

Figure 10: General Transportation and Connecting Highway Aids to the City of Dodgeville, 2011-2017<sup>24</sup>



**Greater Awareness of Public Transportation Options**

In addition to the city-wide taxi service, aging and disabled residents of Dodgeville also have access to transit services offered through the Iowa County Aging and Disability Resource Center (ADRC) for travel from the city to other areas in southwestern Wisconsin. In 2016, the County provided 5,359 specialty transit trips (requiring wheelchair access, for example) and 2,066 trips through volunteer driver escorts. However, many in the city and surrounding community are unaware of this service. Those who do use this service use it for transportation to specialty medical services, such as travel to dialysis clinics or the Veterans Administration Hospital in Madison. They can also use this for non-medical travel such as shopping, attending religious service, or personal travel. While there are some limitations on who can ride this service (typically reserved for seniors and those with disabilities), many who are eligible for this service now or in the future are unaware that it exists. The ADRC works to market itself, but there are still challenges to having their message reach their intended audience.

<sup>24</sup> Wisconsin Department of Revenue Calendar Year Payments. (2011-2017).

<sup>25</sup> Iowa County, WI Aging and Disability Resource Center (2017).

### **Designated Walking and Biking Lanes**

The general public appears satisfied with the walkability of the city, with the exception of the downtown corridor along Iowa Street. While there were few complaints about quantity or quality of sidewalks, public input did reflect a concern about the safety of crossing Iowa Street due to poor signage, poorly identified cross-walks, high speeds, and truck traffic. Likewise, respondents expressed concern for students who were walking to school. New signage could be combined with on-street bike lane designation in the form of “sharrows” or even designated painted bike lanes. The first step to addressing this could be the designation of bike lanes throughout the city, and “safe routes to school” for children. Designating routes throughout the city to school can be done by analyzing locations of good pedestrian infrastructure (sidewalks, crosswalks, ramps, etc.), road speeds and traffic counts, and historic traffic accidents. Collaboration with the school district could also ensure that students and youth are educated about these routes.

### **Truck Traffic and Automobile Speed on Iowa Street**

To compliment the designation of pedestrian and bike lanes and the education of residents who use them, the city should study the truck traffic and overall speed of the vehicles moving through the central business district on Iowa Street. The street sees a lot of pedestrian and automobile traffic, and is also a prime corridor for freight traffic according to those who participated in the public input meetings and community survey. Coordination with the Wisconsin Department of Transportation and the City of Dodgeville Police Department could help the city identify whether an issue exists, gauge its magnitude, and fund solutions they may be able to implement.

## **Utilities**

Maintaining city utilities are one of the most essential functions of any city. Businesses require sufficient sewer treatment capacity to operate, students need access to high-speed internet in order to compete in school, and families need running water and electricity for their basic livelihood. Overall, the city’s utilities were viewed satisfactorily by the survey respondents and community members attending the public input meetings, and the focus of the discussion was largely on maintenance of sewer, water, and solid waste utilities. The one area in need of improvement is the increase in broadband availability throughout the city and in the surrounding rural areas.

Table 5: Utility services and Providers in Dodgeville, 2016

Utility Services and Providers in Dodgeville	
Utility Service	Provider
Water and Wastewater	City of Dodgeville
Solid Waste (garbage, recycling, yard and bulky waste)	Faherty, Inc. contracted by the City of Dodgeville
Electric	Alliant Energy Corporation
Natural Gas	Alliant Energy Corporation
Telephone, Cable, Internet, and Fiber	Charter Communications, DIRECTV, Exede, Frontier, HughesNet, Mount Horeb Telephone Company, and Vonage
Cellular Services	US Cellular and Verizon

## Assets:

### Sewer and Water Infrastructure, with Predictable Utility Rate Increases

The city provides water to 2,008 customers through more than 92,000 feet of water main, totaling 144,458 gallons distributed in 2015. All of the city's water mains have been replaced in recent years, with 52% being less than 26 years old, 38% being less than 17 years old, and 10% less than seven years old.<sup>26</sup> Maintaining this infrastructure has been a priority for the city, and has benefitted their residents and businesses not only through the provision of clean drinking water and modern infrastructure, but also since it makes water rate increases predictable and manageable. Dodgeville has increased utility rates twice since 2013<sup>27</sup>, unlike many communities who may put off this investment and incur substantial rate increases as a result.

## Needs:

### High-Speed Internet

High-speed internet continues to be elusive for rural communities due to a provider's need to reach a certain density of customers in order to justify the up-front investment in infrastructure needed to provide the service. While the City of Dodgeville residents are offered reasonably effective internet service, 48% of survey respondents still want increased funding for high-speed internet in the city. Of this group, 65% want to see greater

<sup>26</sup> Water, Electric, or Joint Utility Annual Report for Dodgeville Municipal Water Utility. (2016, March 23). Retrieved August 10, 2016, from [http://psc.wi.gov/pdffiles/annlrpts/WEGS/WEGS\\_2015\\_220.pdf](http://psc.wi.gov/pdffiles/annlrpts/WEGS/WEGS_2015_220.pdf).

<sup>27</sup> Personal Communication, City of Dodgeville (2015).

investment in high-speed internet in rural areas surrounding the city. This is a difficult challenge for the city government to address, since they are not a service provider, nor can they easily justify spending city funding outside of city limits. Nevertheless, it is an issue for the city since those who use internet outside the city conduct commerce or attend school within city limits, and so having high-speed internet in these areas indirectly benefits the city. Working to improve internet speed may not be a function of city government, but it is almost certainly a justifiable economic development strategy to attract and retain new residents and workforce.



## Public Safety

The City of Dodgeville provides emergency response and public safety services from the Dodgeville Police Department, Dodgeville Volunteer Fire Department, and the Dodgeville Area Ambulance Service. An overview of these organizations is shown in Table 6.

Table 6: Overview of Dodgeville’s Public Safety Services, 2015.<sup>28</sup>

Dodgeville Public Safety Services Overview	
Utility Service	Provider
<b>Dodgeville Police Department</b>	The Police Department is staffed by 10 sworn officers, including the Chief and Lieutenant. Its jurisdiction covers 3.6 square miles, including 34 miles of roads, and serves 4,650 residents.
<b>Dodgeville Volunteer Fire Department</b>	The 42-member Dodgeville Fire Department provides service to 4,650 city residents as well as the surrounding villages and the county through mutual aid agreements. The department has a Class 3 city rating and a Class 6 rural rating.
<b>Dodgeville Area Ambulance Service</b>	The Dodgeville Area Ambulance Service’s “mission is to aggressively and continuously plan, implement, monitor and evaluate the quality of Emergency Medical Services provided to the residents of and visitors to the City of Dodgeville and surrounding communities.” They have five officers.

<sup>28</sup> Dodgeville Police Department. (2015, September 15). Retrieved from [http://www.cityofdodgeville.com/index.asp?SEC=74CoECBo-0858-4ACE-899F-7515FA2FFB82&DE=090425BB-A129-4A73-B60F-EB7A73B0496C&Type=B\\_BASIC](http://www.cityofdodgeville.com/index.asp?SEC=74CoECBo-0858-4ACE-899F-7515FA2FFB82&DE=090425BB-A129-4A73-B60F-EB7A73B0496C&Type=B_BASIC).

## Assets:

### **Well-trained and Equipped Police and Fire Departments**

The perception of the city's residents is that the Dodgeville police and fire departments are well-trained and well-equipped with resources to perform their duties. Most survey respondents support maintaining current levels of investment in police training (over 53%) and fire trucks and equipment (over 59%). This funding comes from city support, but also external funding when necessary, as reflected in the 2016 award for \$13,000 to the police department for body cameras by the United States Department of Justice.<sup>29</sup> The Fire Department is also one of the only stations in southwest Wisconsin with a 100-foot platform truck.<sup>30</sup>

## Needs:

### **Drug and Mental Health Training and Response**

Police, fire fighters, and paramedics have grown to become mental-health first responders, largely due to the increase in behavioral and drug-related issues, but also due to the lack of mental health professionals in rural southwest Wisconsin. Having the necessary training and education to serve in these situations can be critical to the safety of both those who have mental health or drug problems, but also those who live with them. This training can also protect the lives of first responders, since they will be more prepared for the risks they may encounter. For this reason, 57% of the survey respondents supported increased investment in drug and mental health training and response.

The following are the Infrastructure-related Initiatives and Actions determined by Dodgeville community members during the Infrastructure public meeting:

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<sup>28</sup> Dodgeville Police Department. (2015, September 15). Retrieved from [http://www.cityofdodgeville.com/index.asp?SEC=74CoECBo-0858-4ACE-899F-7515FA2FFB82&DE=090425BB-A129-4A73-B60F-EB7A73Bo496C&Type=B\\_BASIC](http://www.cityofdodgeville.com/index.asp?SEC=74CoECBo-0858-4ACE-899F-7515FA2FFB82&DE=090425BB-A129-4A73-B60F-EB7A73Bo496C&Type=B_BASIC).

<sup>29</sup> Source: Public Safety. City of Dodgeville, WI. (n.d.). Retrieved from [http://www.cityofdodgeville.com/index.asp?SEC=2472B984-2956-47DE-A1BC-91D940D48E71&Type=B\\_LIST](http://www.cityofdodgeville.com/index.asp?SEC=2472B984-2956-47DE-A1BC-91D940D48E71&Type=B_LIST).  
U.S. Department of Justice. (12/12/2017). Retrieved from <https://external.ojp.usdoj.gov/SelectorServer/awards/pdf/po/All/grantee/Dodgeville%20Police%20Department>.

<sup>30</sup> Source: Public Safety. City of Dodgeville, WI. (n.d.). Retrieved from [http://www.cityofdodgeville.com/index.asp?SEC=2472B984-2956-47DE-A1BC-91D940D48E71&Type=B\\_LIST](http://www.cityofdodgeville.com/index.asp?SEC=2472B984-2956-47DE-A1BC-91D940D48E71&Type=B_LIST).

## Infrastructure Initiatives and Actions

### **Initiative: Develop sufficient multi-generational housing opportunities throughout the city.**

**Action:** Conduct a market study to determine current housing conditions and future housing needs based on predicted population changes and community growth.

**Action:** Increase single-level housing that allows seniors to age in place.

**Action:** Convert the second floor of main street buildings into apartments for downtown living.

### **Initiative: Improve the overall safety of roads and crossings for motorists, cyclists, and pedestrians.**

**Action:** Monitor current speeds at main corridors and determine if speeds need reduction or if greater enforcement of speeding is required.

**Action:** Increase enforcement of distracted driving.

**Action:** Increase and improve signage for pedestrian crossings and bike paths to reduce motorists' speeds and increase safety for non-motorists.

**Action:** Develop designated bike lanes and corridors throughout the city that includes clear signage and an outreach campaign to motorists and the overall community.

### **Initiative: Continue to maintain and promote the city's infrastructure, public spaces, and public safety assets.**

**Action:** Maintain sewer and water infrastructure so as to maintain capacity in the city's treatment plant, and work towards elimination of infiltration.

**Action:** Improve signage and wayfinding throughout the city, including signage for public parking locations on main street.

**Action:** Maintain investment and funding for the city's police, fire department, and EMS services.

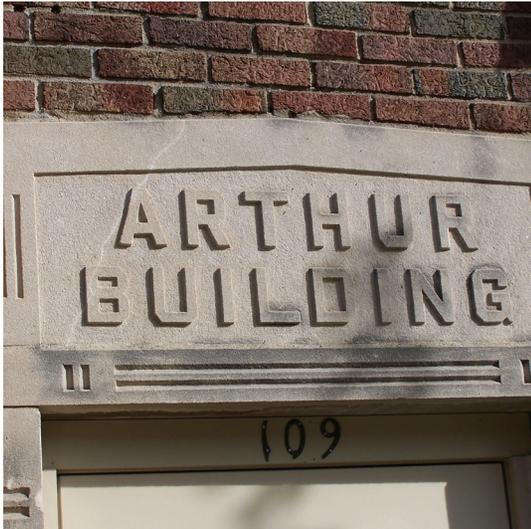
**Action:** Improve walkability throughout the city, specifically connecting Iowa Street, schools, and commercial areas, through improved infrastructure and increase signage to alert pedestrians and motorists to these routes.



# ECONOMIC DEVELOPMENT

**ECONOMIC DEVELOPMENT GOAL:** Leverage Dodgeville’s workforce and location to build upon the city’s pro-growth agenda, seeking collaboration to address regional issues such as marketing and improved high-speed internet access.

Table 7: Economic Development Public Meeting Participants



Economic Development Public Meeting Participants	
Name	Affiliation
Jim Blaubaum	Arthur Real Estate
Patti Blaubaum	Arthur Real Estate
Phyllis Fritsch	City of Dodgeville Economic Development
Steve Genoway	Community Member
Jeffery Grayson	Building Owner
Jeff Hill	Community Member
Mike Humke	Community Member
Dr. Jeff Jacobson	Dodgeville Local School District
Kate Koziol	Southwestern WI Regional Planning Commission
Philip Ley	Community Member
Tony Ley	Community Member
Bill Lundell	Lundell Insurance
J.J. Page	Bob’s Bitchin’ Barbeque
Lynn Price	Dodgeville Chamber of Commerce
Mike Reilly	The Dodgeville Chronicle
Vickey Stangel	Dodgeville Public Library
Bill Wall	Kozelka & Wall
Ann Fillback Watt	Community Member
Jeff “Potsie” Weber	City of Dodgeville
Eli Wieczorek	Community Member

## A Culture of Growth and Development

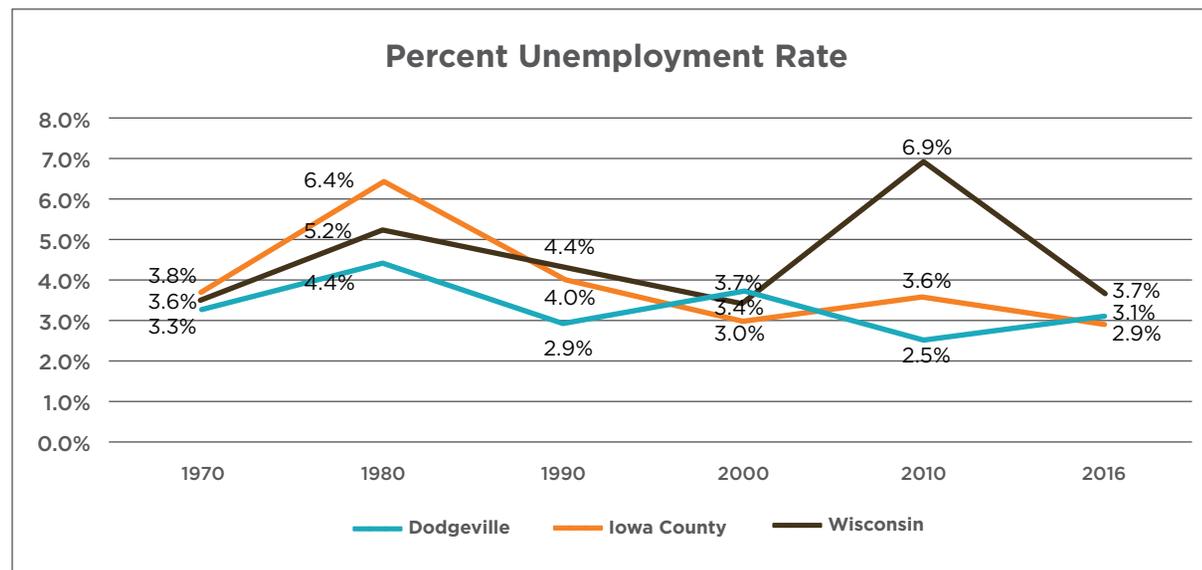
Dodgeville wants to grow, and has shown a willingness to make necessary investments to accommodate this vision. The city possesses a unique combination of factors that make it primed for economic growth, including an excellent location, a strong workforce, anchor businesses, and amenities for families wishing to move to the area. Lacking from this are necessities such as high-speed internet and an active presence marketing the area.

### Assets:

#### A Strong Local Economy

From as far back as 1970, Dodgeville’s unemployment rate has consistently been lower than Iowa County and Wisconsin, with only a few exceptions. In 2016, the unemployment rate in Dodgeville was a remarkably low 3.1%.<sup>31</sup> Moreover, the fluctuations in the city’s unemployment rate have been less severe and more predictable, reflecting a more stable job market than seen in the county and state. Unlike most other parts of the country, Dodgeville’s unemployment rate decreased between 2000 and 2010 during the great recession, and has remained low since.

Figure 10: Percent Unemployment Rate in Dodgeville, Iowa County, and Wisconsin 1970-2016<sup>32</sup>



<sup>31</sup> U.S. Census Bureau. (1970, 1980, 1990, 2000, 2010, 2016).

<sup>32</sup> U.S. Census Bureau. (1970, 1980, 1990, 2000, 2010, 2016).

Data collected by the Wisconsin Department of Revenue (DOR) reflects an interesting trend in the city’s workforce as well. From 2007 to 2016, the city’s population increased by 2%, while the number of residents filing income tax returns increased 7.6%. In 2016, 60.6% of residents were filing income taxes, compared to 49.5% in Iowa County and 53.8% statewide.<sup>33</sup> Despite the city’s median household income being lower than the county’s (\$51,107 compared to \$54,737 in 2010<sup>34</sup>), there are a greater percentage of full-time residents earning enough to require they report incomes to the DOR. This larger percentage of earners, despite lower overall salaries, could mean success for “buy-local” programs, or other initiatives targeted at keeping local dollars in the community. Another opportunity for the community would be to attract Lands’ End corporate executives or physicians from the hospital to live in Dodgeville, as opposed to commuting in. Anecdotal correspondence suggests that these higher income earners either live in or near Madison.

Commuting patterns also reflect a net benefit to the city’s economy. Of the city’s overall workforce, 82.2% commute in to the city from elsewhere, while 63.2% of workers who live in the city commute out of town for work.<sup>35</sup> This may seem undesirable, since an ideal situation would have a large number of the city’s workforce living within the city. While this is true, 36.8% of residents nevertheless live within the city limits. The nearly 4,400 workers who commute to Dodgeville daily also bring with them their commerce, contributing to the success of the city’s businesses and contributing some sales tax to the city coffers.

Overall, Dodgeville has a strong economy for a city of its size in southwest Wisconsin. A second-level analysis should be conducted to determine Dodgeville’s competitive advantage in attraction and retention. To do so, the data above should be compared with similar cities, such as county seats, communities with hospitals, and those along Highway 151.

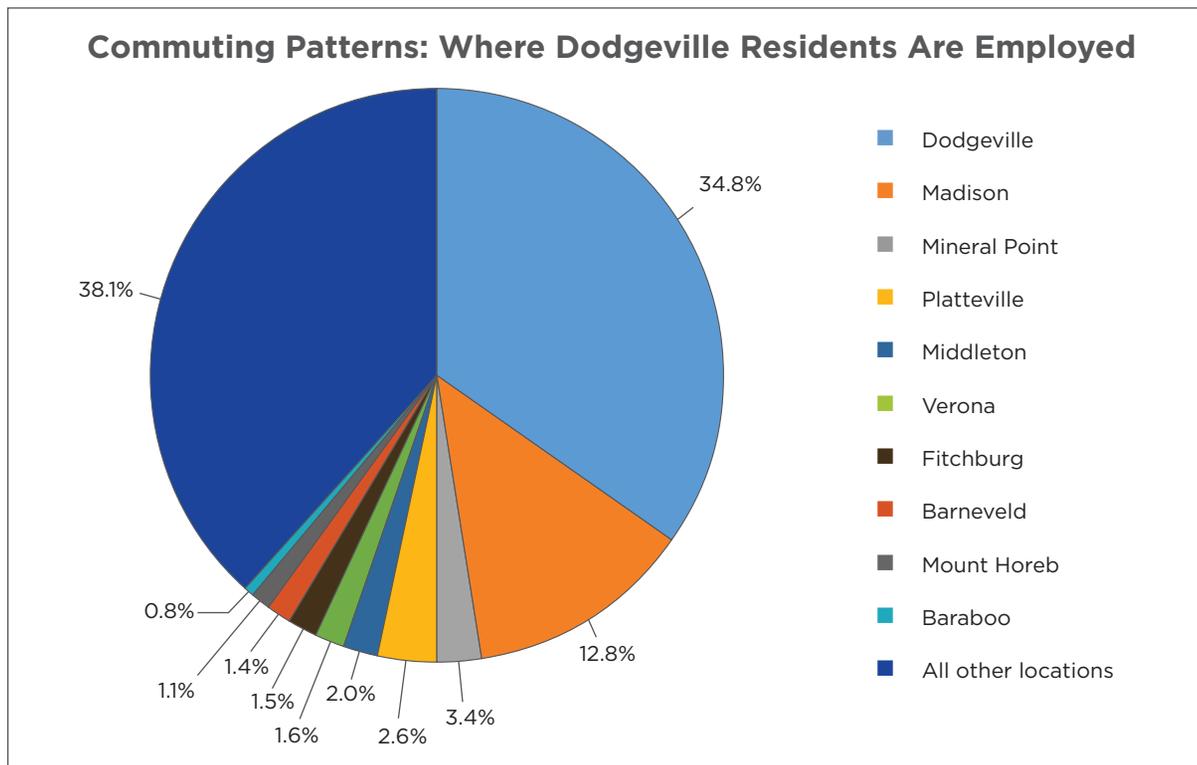


<sup>33</sup> Wisconsin Department of Revenue. Municipal Tax Return Income Reports 2007-2016. (2017). Retrieved from <https://www.revenue.wi.gov/Pages/Report/i.aspx#income>.

<sup>34</sup> U.S. Census Bureau. (2010).

<sup>35</sup> U.S. Census Bureau, Center for Economic Studies. On the Map Application. (2016). Retrieved from <http://onthemap.ces.census.gov/>.

Figure 11: Commuting Patterns: Where Dodgeville Residents Are Employed<sup>36</sup>



**A Pro-Growth and Development Agenda**

After several years with no economic development staff, following upon many more where the city collaborated with the county to hire staff, Dodgeville hired an economic development coordinator in 2015 to work directly with the businesses. This is a significant investment in the city’s future, and one that reflects the vision and values of a pro-business leadership. The future success of this work will rely on continued strong leadership and support from elected officials, as well as openness to collaboration by community organizations such as the Chamber of Commerce, Dodgeville Local Schools, and community volunteers.

<sup>36</sup> U.S. Census Bureau. (2014).

**DID YOU KNOW?**

The Dodgeville area is the home of corporate headquarters for four national corporations.

Source: Dodgeville Economic Development



### **Location, Location, Location**

As mentioned in the Transportation section, the location of Dodgeville is ideal for freight traffic, commuting, and access to the Cities of Madison and Dubuque. It also offers close access to several state and county parks, making it a great place to live. Future marketing efforts around business, workforce, and new-resident attraction should promote Dodgeville's location along with its other assets.

## **Needs:**

### **Falling Behind Without High-Speed Internet**

The lack of high-speed internet in rural Dodgeville is a major concern for the city and its residents. Across the fields of education, infrastructure, and now economic development, the need for improved internet speeds has been clear, as has the willingness to invest in this service.

### **Improved School-to-Industry Partnerships**

With low unemployment and the desire to attract additional businesses and industry, economic development efforts in Dodgeville must start thinking creatively about how to meet workforce needs. As mentioned elsewhere in the plan, the city is interested in attracting new young families, and retaining youth who grow up in Dodgeville and graduate from Dodgeville Local Schools. Through the creation of a structured apprenticeship program, or other school-to-work initiative, students could gain work experience while also helping to meet the businesses' workforce needs. There are successful examples of such programs in southwestern Wisconsin, with some even providing credits at the Technical College for work experience.

## **Attraction and Tourism**

Dodgeville truly is an asset-rich community. It has expansive parks within the city, as well as proximity to state and county parks. It has well maintained sports fields, great restaurants, and a beautiful main street with diverse local businesses. Public meeting participants discussed ways to build upon the already strong community to attract new residents and businesses, including supporting its downtown corridor on Iowa Street, and promoting institutions such as Upland Hills and the library. The city's success is dependent on expressing these amenities through a distinct and engaging branding and marketing strategy.

## **Assets:**

### **Scenic and Engaging "Main Street"**

"Main Street" Dodgeville, officially known as Iowa Street is a focal point for the community, with historic façades, a good selection of restaurants, commercial institutions such as banks and real estate agents, and

even a movie theater and clothing store. Unlike so many communities, whose main street life has dissolved for commercial areas on the outskirts of town, Dodgeville has a viable and vibrant commercial and retail hub. Support and further development of this asset should be a priority for the city’s economic development efforts, as should including it in all marketing and branding efforts. Future improvements that were voiced by the community include improved walkability and crosswalk safety, and restoration of historic façades.

## Needs:

### **Branding Dodgeville**

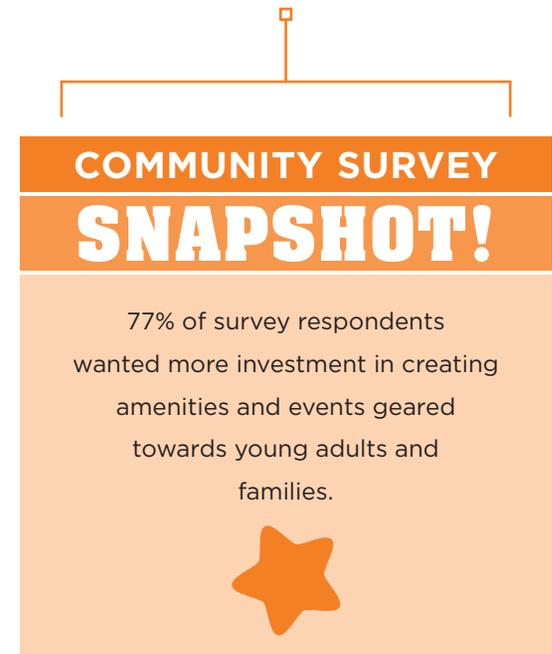
What is Dodgeville, and who are its people? Why should someone visit, or move to the city and how is it distinctive from any other community? These questions were all voiced during the planning process, until it became clear that finding answers should be a priority for the city. For years, the city’s logo was the courthouse, and its claim to fame was as the home to the oldest continuously operating courthouse in the state. The logo is still ubiquitous, and the courthouse remains a source of pride. Yet it’s a fair question that asks whether this is representative of what Dodgeville wants to be. There is so much for Dodgeville to be proud of, and so many assets to promote. Going forward, the future of Dodgeville should be found in its future, not its past.

### **Beautification of Entrances to the City**

Despite its scenic and historic downtown, the two major entrances to the city from Highway 151 lack any compelling aesthetic invitation to visitors. One entrance greets visitors with a burnt-out filling station, and the other is the location of storage facilities and old barns. Unfortunately, this is not a unique problem for the communities of southwest Wisconsin. For Dodgeville, the problem is complicated by the fact that the city’s boundary stops well short of the Highway 151 interchanges, and so creating entire corridors into the city may not be feasible. The city can, however, beautify the city entrances within its borders through greenery and selective signage that help welcome visitors to the city.

### **Opportunities for Family and Young Adults**

Survey respondents and attendees of the public input meetings clearly voiced their desire for more family-friendly activities, and activities for young adults and professionals. They also noted the difficulty in staying informed on community activities, potentially indicating a greater need for improved communications. With a main street movie theater, an active library, and ample park and recreation opportunities, the city offers young families many options for a city of its size. Nevertheless, there is room to improve through the collaboration with Dodgeville Local Schools for public use of its facilities, and the expansion of a library to offer more programming and community space.



The graphic features a white square at the top with a vertical line extending downwards to a horizontal line. Below this is a dark orange bar with the text 'COMMUNITY SURVEY' in white. Underneath is a lighter orange bar with 'SNAPSHOT!' in white. The main body is a light orange rectangle containing the text: '77% of survey respondents wanted more investment in creating amenities and events geared towards young adults and families.' Below the text is a dark orange star icon.

**COMMUNITY SURVEY**  
**SNAPSHOT!**

77% of survey respondents wanted more investment in creating amenities and events geared towards young adults and families.

The following are the Economic Development-related Initiatives and Actions determined by Dodgeville community members during the Economic Development public meeting:

## Economic Development Initiatives and Actions

### **Initiative: Create a distinct brand for the city, and market this distinction for workforce and business attraction.**

**Action:** Highlight the connections to cities such as Madison and Dubuque, with the opportunity for small-town living and rural amenities.

**Action:** Beautify the entrances to the city to welcome visitors and create a good first impression.

**Action:** Market the historic nature of the city, its location within the Driftless Region, and the natural beauty of the area to attract new residents.

**Action:** Market the transportation network surrounding the city, such as Highway 151, and state routes 18 and 23.

### **Initiative: Maintain and market the city's existing "culture of growth."**

**Action:** Invest in land for future industrial and commercial development.

**Action:** Explore the creation of a business incubator to foster and develop entrepreneurship opportunities.

**Action:** Maintain strong and responsive city services such as zoning and permitting to quickly facilitate building construction and other new development.

**Action:** Explore the feasibility of an auditorium or convention center that could host regional and community events.

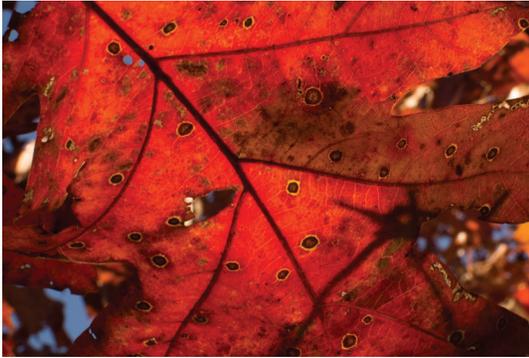


 **LAND USE AND  
IMPLEMENTATION**

**LAND USE AND IMPLEMENTATION GOAL: Identify and enable project champions to implement community goals that incorporate land use best practices.**

*Table 9: Land Use and Implementation Public Meeting Participants*

Photo credit: Marilyn Von Allmen



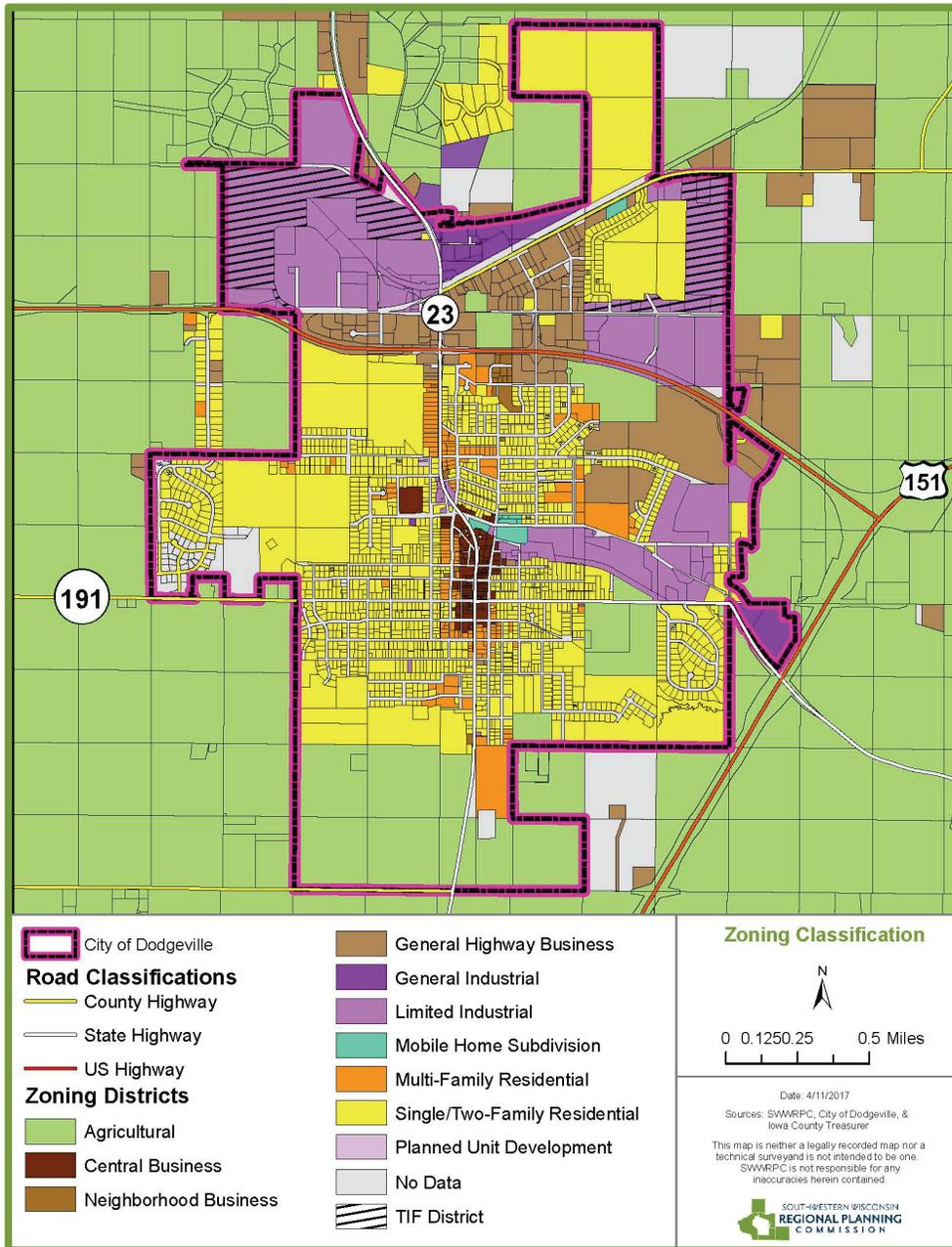
Land Use and Implementation Public Meeting Participants	
Name	Affiliation
Gary Bay	White Rose Florist
Brook Bechen	The Dodgeville Chronicle and Community Member
Randy Edge	City of Dodgeville
Phyllis Fritsch	City of Dodgeville Economic Development
Jim Griffiths	Community Member
Steve Genoway	Community Member
James Ley	Community Member
Philip Ley	Community Member
Courtney Mallon	Quality Bakery
Troy Marx	Upland Hills Health
Vickey Stangel	Dodgeville Public Library
Mark Tallman	Wisconsin Economic Development Corporation
Chris Wallace	Community Member

Implementation marks the transition from “planning” to “doing,” and ensures that the Dodgeville Comprehensive Plan is not a just a document, but a guide for action. This “action” was the focus of the Land Use and Implementation Public Meeting. It was during this meeting that community members determined future project ideas and the stakeholders and funding sources that could help these projects succeed. These projects align with the Goals, Initiatives and Actions of the Dodgeville Comprehensive Plan Update, but differ in that they are highly tangible and not conceptual.

**Existing Zoning**

The City of Dodgeville uses a traditional zoning code, which allows development based on particular uses, such as commercial, manufacturing, and more. There was minimal discussion of the zoning code during the planning process, and no recommendations suggesting it be changed. The City does not currently have Mixed-Use Zoning, which allows residential and commercial units on the same parcel. This may be a change they wish to explore in the future.

Figure 13: Zoning in Dodgeville by Parcel.



## Project Ideas

The Land Use and Implementation Public Meeting focused on generating actionable projects ideas based on the Goals, Initiatives and Actions of the plan and the Dodgeville Community Survey results. Participants also identified assets, funding sources, and stakeholders that can make these ideas a reality.

The following are project ideas created by community members during the Land Use and Implementation Public Meeting, broken into the topics of Economic Development, Community Resources, and Infrastructure. The progress of these projects will be measured by the City of Dodgeville.

Table 10: Economic Development Related Projects

Economic Development					
Project Name	Project Description	Initiative that this Project Aligns with	Potential Stakeholders	Potential Funding Sources	Timeline for Implementation
Branding Dodgeville	Identify who, what, and where we are and what we want to be.	1. Create a distinct brand 2. Connect Communities Program	Chamber, Businesses, City	Wisconsin Tourism; Regional partners; civic groups	1 - 3 years
Market the city	Advertise 1. Social Media 2. Radio 3. TV 4. Newspapers	Market city's cultural growth	Every Resident; Business; Chamber; City	Wisconsin Tourism; Regional partners; civic groups	1 - 3 years
Re-establish Lands' End tour	See what other companies do	Tourism	Lands' End; local businesses	Lands' End	1 - 3 years
Business Park Development	Purchase/acquire land for future business development. More land in the business park is needed for development.	Growth of small to mid-sized businesses	City of Dodgeville - lead the purchase of land. Stakeholders - future small to mid-sized businesses	Tax payers for land purchase	ASAP; 1 - 3 years preferred for longer term development

**Economic Development**

<b>Project Name</b>	<b>Project Description</b>	<b>Initiative that this Project Aligns with</b>	<b>Potential Stakeholders</b>	<b>Potential Funding Sources</b>	<b>Timeline for Implementation</b>
	Encourage building the relationship with Lands' End and improving that so they feel this is a good place to grow their services and base.	Fostering positive relations with our largest employer.	Lands' End and all community members	There may not be a need for money resources, unless there is a need to start a new TIF with them	Immediate; 1 - 3 years need to keep Lands' End happy and willing to invest here.
	A community incubator should be started including the City's strong internet service	Build excitement for those who wish to invest here	Business owners and area entrepreneurs, students, clubs and community groups (Economic development /city government)	Identify rental space for the incubator	ASAP; 1 - 3 years
Clean up old truck stop!	The old shell station that is an eye sore on the community	Beautify the entrance to the city to welcome visitors and create a good first impression	Everyone	Previous owner or repurpose the site	ASAP

Table 11: Community Resources Related Projects

Creative Arts, Health and Natural Resources					
Project Name	Project Description	Initiative that this Project Aligns with	Potential Stakeholders	Potential Funding Sources	Timeline for Implementation
Convention Center	Appears more small communities are building convention/ hotel facilities. Could this be something that a private developer or the city could partner with Land's End on (with green space to develop it and parade it)	Businesses and Community members	City, Lands' End, Private developer	Community private investment, and Land's End	ASAP; 1 - 3 years
Bike Trails	Better signage off the bike trail system to tell people where businesses are located. Consider a "Visitor Center" to explain what the area has to offer. Tie the blue trail to Gov. Dodge potentially.	Growth and Tourism	Community and Recreational athletes	City of Dodgeville/ DNR	1 - 3 years
Health	Provide the local hospital the support needed as it is key to people wanting to live here and businesses wanting to locate here: Partner with Madison hospitals to strengthen Emergency Department service.	Strong healthcare services; improve and grow utilization of all local services	All community members; Local hospitals	Local hospital and Madison facilities	4 - 6 years as negotiation and affiliations take a long time
Gathering Spaces	Auditorium convention center, Library needs art exhibits, Use new high school remodeling	Auditorium/ Convention center; library expansion, High school (remodeling)	City, Community members, Business and Industry	Private - sponsor public funding	Final - 7-10 years. Start now

**Creative Arts, Health and Natural Resources**

<b>Project Name</b>	<b>Project Description</b>	<b>Initiative that this Project Aligns with</b>	<b>Potential Stakeholders</b>	<b>Potential Funding Sources</b>	<b>Timeline for Implementation</b>
Programs and Public Resources	Public Resources and programs for creative arts and activities; Weekend vendors for art shows	Identify programs (current) and then expand, Identify resources (current) and then expand	Chamber of commerce, Organizations (Kiwanis, Lions, and social organization) Intern - education program (UW)	Social Organizations.	
Marketing	Marketing for all activities in area. Online - social media. Print. App. - for Dodgeville surrounding communities featuring transportation, housing, lodging and restaurants	Online, In-print, create an APP. for this	Chamber		





Table 12: Infrastructure Related Project

Housing, Transportation, Utilities, and Public Safety					
Project Name	Project Description	Initiative that this Project Aligns with	Potential Stakeholders	Potential Funding Sources	Timeline for Implementation
Multigenerational housing	Develop organization to train in-home caregivers and deploy them (due to shortage of qualified in-home care personnel) to homes	Intergenerational housing	family members	State health dept.	
Safety Roads	Wide markings for pedestrian crossings. Reroute 18-wheelers off city streets	Street safety	Pedestrians City Business	City council and public works	
Market	Bus line to Madison and Dubuque, Add schedule to city website, chamber website	Transportation	Everyone	Negligible	
Raze and Praise	Purchase and remove, Downtown area building Add parking and/or housing		City/Investors	T.I.F./Banks	1 - 3 years
Bike Trail	Designated and sign route	Safety and transportation	City and Bike clubs	Taxes and clubs	1 - 3 years
Walk About	Sidewalks and Paths	Safety and transportation	City	Taxes	

Table 13: Education Related Projects

Education					
Project Name	Project Description	Initiative that this Project Aligns with	Potential Stakeholders	Potential Funding Sources	Timeline for Implementation
Student Ambassador Program		Building connections, Retaining students, Promoting the school/quality of education/city	Students		12 months
Building connections with schools & businesses		Expand Post - Secondary career opportunities and enhance student competitiveness for the workforce	Community members, non-profits		Ongoing and 1 - 2 years
Welcome Back - Bring back our brain drain	Entice skilled workers back to Dodgeville area by making infrastructure available, continuing education and employer reimbursement to further skills available	Adult Education	Employers, city government, employees (future and present), SWTC, and UWP	City for infrastructure, grants, employers, workforce boards, education providers, "Business champions"	Now

In order to accomplish the Goals, Initiatives, Actions, and project ideas within the plan over the next 10 years, a collaborative effort of individuals, families, businesses, and other organizations is necessary. Of particular focus will be the reoccurring themes: educational opportunity, marketing the community and regional assets, support for lifelong healthy living, and the importance of the parks system and public spaces. Doing so will lead to a growing and resilient community – one that builds off of the achievements of its unique past to create a promising future.

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